NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

**THE NAVY HUMAN RESOURCE OFFICER
COMMUNITY: ASSESSMENT AND ACTION PLAN**

by

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September 2003

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REPORT DOCUMENTATION PAGE		*Form Approved OMB No. 0704-0188*

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY *(Leave blank)*	2. REPORT DATE September 2003	3. REPORT TYPE AND DATES COVERED Master's Thesis	
4. TITLE AND SUBTITLE: The Navy Human Resource Officer Community: Assessment and Action Plan		**5. FUNDING NUMBERS**	
6. AUTHOR(S) Harry C. Barber, Jr.			

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
  Naval Postgraduate School
  Monterey, CA 93943-5000
		8. PERFORMING ORGANIZATION REPORT NUMBER	

9. SPONSORING /MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A		**10. SPONSORING/MONITORING AGENCY REPORT NUMBER**	

11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

12a. DISTRIBUTION / AVAILABILITY STATEMENT `Approved for public release; distribution is unlimited`	12b. DISTRIBUTION CODE A

13. ABSTRACT *(maximum 200 words)*

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14. SUBJECT TERMS Human Resources, Navy Human Resource Officer Community, Virtual Community, Community of Practice, Manpower, Personnel, Training			15. NUMBER OF PAGES 183
			16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT UL

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ASSESMENT AND ACTION PLAN**

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Submitted in partial fulfillment of the
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MASTER OF SCIENCE IN MANAGEMENT

from the

**NAVAL POSTGRADUATE SCHOOL
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This research examines the Navy Human Resource Officer Community (NHROC) in the context of its formation and present makeup and lays out a plan for its immediate future. A thorough review of civilian human resource management and development as well as current initiatives in Navy Human Resources (HR) was examined. The research introduces concepts associated with virtual communities and Communities of Practice and presents lessons learned from the Information Professional Community's virtual community initiative. A survey of the NHROC was conducted to formulate ideas and analyze concepts important to building a virtual community that instill a learning culture indicative of a Community of Practice. The data makes the case for founding a NHROC virtual workplace continuum to foster knowledge sharing, organizational development through continuous learning, and community effectiveness. It provides concepts for a virtual workplace, reviews social considerations, and outlines resource requirements.

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I. INTRODUCTION AND BACKGROUND

A. PURPOSE AND BACKGROUND

The purpose of this research is to examine the Navy Human Resource Officer Community (NHROC), past and present, in the context of recent developments in Human Resources (HR) management within the Navy and private sector. The goal of this research is to offer a proposal for the immediate future. The study reviews knowledge society theories and discusses web-based HR tools, and concepts associated with virtual communities and Communities of Practice. For benchmarking purposes, it explains and analyzes the Navy Information Professional (IP) community's pioneering construction and operation of a virtual community. This research will review, analyze and present ideas from NHROC members, based on data from a NHROC community survey, to set the direction for NHROC today and direction for the future. It provides analysis for growth and cultural change, highlighting the virtual community concept. The review and analysis is used to lay out a path to establish a NHROC virtual community workplace. Its purpose is to foster knowledge sharing, organizational development through continuous learning, and community effectiveness toward NHROC mission accomplishment. Lastly, this thesis will show that an effectively designed virtual community workplace that includes personalization and collaboration tools will energize the NHROC and Community of Practice would benefit the Navy.

This research will assess the present NHROC organization in the context of its history and its ability to fulfill its mission. It also analyses and provides a plan for improving the community's relevance and return on investment to the Navy. The present Navy HR organization and its alignment with HR theory and practice will be analyzed as well. Research includes a benchmarking analysis of the Navy's first virtual community, as well as interviews and a survey to obtain advice and ideas from community leadership and members. Finally, this study will offer a recommendation for how a NHROC virtual community will enhance community cohesion and knowledge sharing. The result of this study will be a relevant guide to implementing a NHROC virtual Community of Practice.

Much of the Navy's bureaucratic structure is anachronistic. Its processes are industrial age holdovers which have served the organization well through the Cold War. Increased uncertainty and dramatic changes in the areas of external threats and emerging technologies over the last decade have run against a lumbering military bureaucracy struggling to keep pace with change.

In October 2001, after the dissolution of the Fleet Support Officer Community, the Navy established a Human Resources Officer Community (NHROC)—a new restricted line Officer community.   This was, in hindsight, a natural but intermediate step that attempted to preserve a respected corps of largely non-seagoing and non-combatant Officers after the female combat exclusion policy was rescinded.

The question of its relevance is as current today as it was immediately following the removal of the combat exclusion—how does the NHROC support the war fighter? The fact is that the women in General Unrestricted Line (GURL) positions filled important assignments. The reality remains that leaders in Unrestricted Line positions exhibit attitudes that show a failure to appreciate fully the specific contributions of their non-seagoing shipmates. The attitude has been: if one doesn't go to sea and get warfare qualified, they have less value.

American business has completed the most innovative and productive decade in history. The dramatic advances in information technology have been given credit for being the greatest contributing factor to increased production. Although the Navy has effectively maintained its technological edge in war fighting capabilities, it can be argued that it is behind in another area credited with dramatic increases in productivity and innovation—that of human resources. Human resource professionals have made great advances in ways to obtain, train, retain, and sustain what is potentially any organization's greatest resource—people. Current Navy leadership is making some critical initial steps toward valuing that which is potentially its greatest resource. Task Force Excel is a CNO initiative established to assist individuals who seek further education and training and provide a new framework for personal development.

The creation of a special community of Officers devoted to human resources is a critical step in recognizing the professional contributions of human resource management

specialists. The HR Officer's value to the Navy has enormous growth potential. They must redefine how Navy HR is conducted. Navy HR needs first to identify the customer, and then align customer needs with accession policy, training requirements and readiness issues. How can individual HR Officers impact Navy HR on this grand scale? One promising way is through the NHROC. The value added by a cadre or community of dedicated HR Officers is yet to be determined. It is up to Navy HR to balance Manpower, Personnel and Training (MPT) language from Cold War verbiage like, "filling a billet" and "placement," to "finding a good job–fit for each Sailor." Navy HR must seek to define and measure its contributions to force readiness.

Sailor development is critical, as the CNO suggested, "If a sailor is not learning, the Sailor is failing him/herself and the Navy." One of the CNO's top five priorities is manpower, which translates into human resource management.[1] It is ironic that while Navy HR has enormous future potential, the NHROC may yet fail. Community failure is familiar to most HR Officers who have first-hand experience with dysfunctional communities.

This research serves as an initial snapshot of current conditions and of a potential future environment wherein the Navy's new Restricted Line Officer Community must operate. The current conditions are reflected in the attitudes, perceptions and ideas held by the NHROC. The potential future environment is presented first in an example of a Navy community's involvement in forming a virtual community. The second is in ideas for the NHROC to consider – namely – the creation of a Web-based virtual community workplace. Once the NHROC virtual workplace is established, then dramatic improvements in Navy HR—from training to manpower requirements determination— can be expected to transform and propel the Navy's HR programs to new heights of utility and service. Through the virtual workplace, the Navy HR Officer can become engaged in Navy HR on a strategic level.

This is the first research to consider the Navy Human Resources Officer Community (NHROC). This fortunate honor lends it to ample opportunities. There is no lack of information to study. This research supports a virtual workplace and presents

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[1] "Achieving Sea Power 21 – CNO Sets Specific Goals in CNO Guidance 2003." *All Hands*, February 2003, p. 14.

ideas for a basic tool to tap into the experience and creativity of NHROC Officers. Navy HR Officers have much to contribute—far beyond their present assignments. Before HR Officers begin to contribute their knowledge gained through experience and creative ideas to the new NHROC, it is helpful to offer a study on how HR Officers can contribute to and benefit from participation in the virtual workplace.

B. SCOPE, RESEARCH QUESTIONS AND METHODOLOGY

Communicating the concept of this paper begins with a reflection on the title elements: *Navy Human Resources Officer Community*, *Navy* - a steadfast and vital instrument of freedom, *Human Resources* – a vast and quickly evolving body of theory and practice, *Officer* – one entrusted with the direction of their charge, and *Community* – a concept that is changing from exclusively geographic, to where Americans' neglect of the front porch gathering has shifted to coffee houses and to virtual communities on the internet. This thesis capitalizes on the opportunity to affect NHROC—given its recent formation, on innovation in the HR profession, and on the increasing trend toward linking people in virtual communities. From this come five primary questions:

1.   What capabilities can NHROC develop to benefit the Navy?

2.   What should these capabilities encompass?

3.   How will a virtual community workplace optimize the capabilities of the NHROC?

4.   How would the NHROC function in a virtual workplace?

5.   What are the resource requirements to develop and sustain a NHROC virtual workplace?

Various forms of literature—from books to briefings, informal interviews, and a community-wide survey of the NHROC were used to answer these questions. The opportunity to study the new NHROC coincides with the timely unfolding of innovative ideas in human resource management, virtual communities and Communities of Practice. The intent of this study is to help unite NHROC members in personal and organizational development so that the community can profoundly impact Navy manpower, thus positively impact the Navy.

C. ORGANIZATION OF THE THESIS

Chapter II introduces the NHROC with a brief historical summary discussing the formation of the HR community in the context of previous communities and missions. This chapter also reviews the development and value of HR, and defines important functional areas of the HR profession. Developments in work and society in the information age are briefly addressed; they provide background on the concepts of virtual communities and Communities of Practice.

Chapter III includes an in-depth look at the current NHROC organization. Based on survey results, the first part of the chapter will analyze the current NHROC culture and provide ideas for improvement. The second part provides a summary of the developments in Navy HR, including recent initiatives. The conclusion is a narrative of lessons learned from the case study of a pioneering Navy community on the path to create a virtual community.

Chapter IV makes the case for the establishment of a virtual workplace for the NHROC. Two brief scenarios are presented, offering a vision of the future for both senior and junior HR Officers.

Chapter V investigates the notion of innovation and the speed of acceptance. It continues with technical design ideas and social considerations of the NHROC virtual workplace. Some features of the virtual workplace are briefly discussed. The second part of the chapter presents ideas for resource requirements needed to build and maintain the virtual workplace.

Chapter VI summarizes and recommends actions concerning the NHROC and its potential role in Navy HR with respect to the tools required to fulfill that role, i.e., virtual community tools. Chapter VII provides recommendations for the design and role of the NHROC virtual community workplace are made and the chapter ends with recommendations for further study.

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II. HISTORICAL PERSPECTIVE

A. HOW THE NAVY CAME TO CREATE AN HR OFFICER COMMUNITY

To understand the NHROC, we need to consider its roots. The past holds the framework of the present. It is significant to realize that the NHROC is the product of evolutionary forces; incremental changes that bless and plague large conservative organizations like the Navy. The pattern is evident in policy decisions of senior leaders that, though reasonable at the time, fail to meet more stringent, timeless principles and must be again changed – slightly.

The NHROC is not the product of a grand plan. The highest levels of Navy leadership did not conceive the notion until recently, when it was determined that an identifiable corps of human resource professionals was required. This point is crucial because although Navy leaders in the past recognized people as the Navy's most vital asset, they did not fully realize the growing importance of the professionals involved in key human resource areas. There was no mechanism or language to identify specifically the contributions the professionals involved with human resources made. These human resource professionals were then known to Navy leaders as "women."

Female Naval Officers were involved most heavily and disproportionately in maintaining the people asset. The relationship between senior Navy leaders (predominately male warriors) and female Officers was as an invisible partnership that was made visible only in the turmoil surrounding the lifting of the combat exclusion law. The prevailing view was that, if women can serve in combat then there was no longer a need for a "women Officer community." The concept of merely having a non-warfare qualified place for women to work, with no other expressed purpose, was damaging to community self-worth and which is a hindrance that still echoes today.

One subtle example of the lack of understanding and appreciation of the human resource work performed predominantly by women is found in "The Naval Officer's Guide."[2] This staple reference's review of Officer designators addresses 110X twice, once under the heading "General Unrestricted Line Officer," and then under the heading

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[2] The Naval Officer's Guide, 10th ed. Naval Institute Press, 1991, 376.

"Women Officer." The career outline of the first is by far the most nebulous of all Naval Officer career paths. It reflects the need for specialization and shows a lack of clear direction which is provided to other "warrior" career paths, e.g., surface warfare and aviation warfare. The second is the career path of women "warfare specialists" for surface and aviation careers. Those women who are not "warfare specialists," according to the Guide, "serve in communications, port services, special services, mess management, public affairs, personnel administration, intelligence, and a variety of other billets." Human resource contributions were found in Personnel Administration and "a variety of other billets."[3]

During the 90's, a General Unrestricted Line (GenURL) or Fleet Support Officer received community information in a variety of ways. Navy leaders sent out Naval Messages, the community manager sent letters on specific issues and relayed information in periodicals like the *General URL Community Bulletin* (later the *Fleet Support Community Bulletin*), and *Perspective Magazine: The Professional Bulletin for Navy Officers,* or single community publications like the "Fleet Support Officer Community Listings" and "The General Unrestricted Line Community Mentor Directory." In addition, information was exchanged at local and national community conferences and spread by word of mouth via telephone between seniors and relayed to subordinates. The latest method of publishing information is through a community web site. The results of these attempts to inform and build community were mixed. Even though the efforts were appreciated, not everyone became involved.

The division of the URL community began in 1972 with the creation of the warrior designators of surface warfare, submarine warfare, and aviation warfare, etc. [4] While mission and purpose became quickly recognizable for the new warrior communities, those remaining lacked a formal career path for two years and waited almost a decade to be named to the General Unrestricted Line Community (Gen URL).[5] Community sponsorship and management formed in 1982 and five years later, the

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3 Ibid. 357,360,376.

4 Deana Murdy, "The Fleet Support Officer Community," 3.

5 Ibid.

community finally took control of detailing its own Officers (the surface warfare community controlled GenURL assignments before this).[6]

In 1989 the GenURL mission statement was approved:

The mission of the General Unrestricted Line Community is to provide the Navy with a community of Officers of proven leadership, shore management and subspecialty expertise who manage the increasingly complex fleet support establishment in direct support of the Navy's war fighting mission.[7]

Five years later, the GenURL community faced a challenge. When the combat exclusion law was rescinded, the GenURL's legitimacy was in doubt.[8] For whatever reason, whether it was a community public relations failure, or general lack of respect and understanding for the HR work (and other work) performed, the operative GenURL mission statement remained—to provide a place for women to serve. Navy leaders decided to create a "gender neutral" community. It is unclear why the GenURL was not and could not be considered gender neutral, as it indeed was. Men in the community were few and were considered poor in health or performance; they were inconsequential—at least subconsciously—to Navy leaders.[9]

On May 2, 1994, GenURL leaders met to discus the future of the community. The CNO, Admiral Jeremy Boorda, told the group that it was important to preserve skills and "keep faith" with the community. The CNO encouraged them to work out details of a "discrete billet base," accession and promotion plans and to refine a career path.[10] The CNO recognized that "the need for the GenURL community no longer flows from combat restrictions, but from the Navy's dependence on the expertise it provides."[11]

When forwarding the transition plan, the CNO told the Secretary of the Navy, "This initiative is important to the continued success of the Navy support establishment."

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[6] Ronda Henderson, 8, and 1998 Mid-South Brief slide 2.

[7] FitzPatric, 11, Murdy, 4, Henderson 8. See also Naval Officer's Career Planning Guidebook (NAVPERS 15605) 1990, p 12.).

[8] see cancellation section 10 of U. S. Code, FitzPatric, 12.

[9] Ibid.

[10] see radio message R101648ZMAY94 From CNO, Subj: Future of General Unrestricted Line.

[11] Murdy, 27.

The CNO continued, "When created, the General Unrestricted Line Community provided the primary opportunity for female Officers to serve in the unrestricted line, since other avenues were closed to them by legal restriction. Since then, members have carved a valuable role for the community and helped the Navy identify the advantages of specialized focus in an increasingly complex support environment." The CNO concluded that "operational readiness" would suffer without these Officers.[12]

On October 4, 1994, the Secretary of the Navy approved the CNO recommendations for the creation of the Fleet Support Officer (FSO) Community in the restricted line. Community Officers were informed that they would be automatically re-designated, and on January 1, 1995, about 2,086 Officers changed to 170X.[13] Because the CNO was known for his interest and care in personnel matters (he was the Chief of Naval Personnel before becoming CNO), it is reasonable to assume the transition of the GenURL would have met with more success than was eventually the case. His death left the newly established community without a champion at a critical time.

The mission of the FSO Community was:

1. Support fleet and joint operations through management of the Fleet Support Establishment and development of highly specialized technical and analytical capabilities.

2. Fleet Support Officers are the primary source of Officers trained, educated and experienced in the intricacies of shore installation support and management.[14]

The FSO Community was divided into three "core competencies":

1. Logistic Support.

2. Space and Electronic Warfare.

3. Manpower, Personnel, and Training (MPT).

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[12] See CNO letter 28 Sep 94 Ser00/4U500236 Memorandum for SECNAV, Subj: Establishment of a New Competitive Category for Naval Officer Promotion – Action Memorandum. See also FitzPatric, 12, and Henderson, 11.

[13] Henderson, 11, Mid-South Brief slides, Ltr form A. H. Konetzni, ACNP for Military Personnel; Policy and Career Progression, 12 October 1994.

More than a third of the community was dedicated to MPT, which is equivalent to human resource management. In this human resources role, MPT was to "plan for the right number of people, with the right mix of skills, in the right career field, strength/accession/promotion planning, analysis, allocating; hire and train the right person for the right job, recruiting, entrance processing, training; develop the right policies at the right time for all Sailors, QOL (quality of life), pay, personnel readiness; manage personnel systems, service records, Defense Enrollment Eligibility Reporting System (DEERS), ID Cards, pay, travel." The HR Officer core competencies are Financial Management, Manpower Systems Analysis, Education and Training Management, and Operations Analysis.[15]

The new FSO Community could not get beyond the GenURL stigma. Navy culture maintained a view of FSO as just a place for women and those men who did not fit the warrior mold. In addition, the two non-HR FSO core competencies, Logistics, and Space and Electronic Warfare (SEW), were scrutinized for redundancies in the wider Navy. Some considered Logistics as a Supply function and SEW as better suited for Intelligence or Cryptology. Navy leaders explored ideas calling for a complete overhaul of the FSO community to include combining it with Supply Officer and Engineering Duty Officer Communities to form a "Business Corps."

Unfortunately, as new challenging ideas surfaced so did the reflex to be defensive. Other communities were threatened by the FSO push to obtain billets for its Officers and were not without resentment at what was seen as an upstart community of non-warriors trying to find a reason for being. Billets are political, and with a limited amount to go to the various Navy communities, the community with the least political influence lost. FSOs did not have a strong supporter at a senior level, thus, they were losing. Problems mounted. Billets were too few for the Officer inventory. There were about 300 MPT coded billets in the FSO community in 1999, about 42 percent of all FSO billets.[16] In

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[14] Murdy, 11, and 1998 Mid-south brief slides.

[15] Henderson, 11, Murdy, 12, FSO Web site 1999.

[16] Murdy, 34 , Henderson, 12, and FSO conference 1998 Mid-South Brief.

addition, senior FSOs were staying, causing lower promotion rates for junior Officers. Within several years there was a new crisis. [17]

Along with ideas of a "business community" in the late 1990s, the concept of outsourcing was vigorously pursued. (Outsourcing is when a third party is employed (usually contractor) from outside an organization to perform important but non-primary functions of the organization for cost saving purposes.) Jobs and functions thought to be peripheral to war were scrutinized for value and weighed against contractor cost savings. The prevailing view held that there were benefits to retaining Officers under the UCMJ who were accountable, dependable, and could be counted on to work around the clock if required. Navy leaders were not willing to forgo the certainty and reliability of professional naval Officers who would perform in all scenarios.

In addition, the retention of "Business Corps" Officers was determined less costly, at least initially, because losing them meant reorganization was necessary. The question was whether Navy leadership was confident that contractors could provide the personnel and service whenever and wherever the mission required them. Interest in outsourcing waned.

The cultural barriers to full acceptance of women in naval Officer roles resulted in artificial career tracts separate from men. In its report to the President and Congress in 1976, the Defense Manpower Commission recommended that the Navy "should give special attention to recognizing the performance of women, particularly in the non-traditional assignments, and establish programs to achieve public acknowledgment."[18] The commission also recommended that the Navy "should establish physical and mental qualifications for each occupational area to permit persons who meet these qualifications to serve in those jobs without regard to sex."[19] The Navy was slow to implement this principled recommendation. When the NHROC was established, however, the spirit of this was finally fulfilled. Finding the best person for the job had been hindered by cultural norms.

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[17] Henderson, 12.

[18] The Defense Manpower Commission Report to the President and Congress, 1976, 251.

[19] Ibid.

In July 1997 the FSO community largely achieved its target inventory of 1,650 Officers with 1,660 in total. The community, however, had to deal with an unhealthy billet base of less than 1,000.[20] The gender mix was changing from 93 percent female in 1995 to 80 percent female by July 1997.[21] In 1998 the FSO community drew numbers of warfare-qualified Officers who transferred in from other communities. Warriors made up 20 percent of all FSOs.[22] The FSO community represented 2.7 percent of the overall active duty Officer inventory and 24 percent of all Restricted Line Officers.[23]

In the final three years of the 20th Century, the rationale for maintaining the FSO community was challenged as never before. The value and future of the FSO community was publicly questioned in numerous publications, from Naval Postgraduate School theses to *Proceedings* magazine. Eric L. Fitzpatrick concluded in his thesis that 628 of the 980 FSO billets should be considered for conversion to civilian positions.[24]

Daniel Packer's thesis on the *Naval Officer of 2020*, quoted a "senior Officer" as stating:

> … the business of running the support functions ashore entails very
> different leadership and management than is typical in an operational unit.
> Even if the CO positions continue to be URL positions, I suspect that we
> should back them up with a small cadre of Officers who bring expertise in
> a variety of technical areas.[25]

Janice Graham's stinging assessment of the FSO community appeared in *Proceedings* magazine in February 1999. She concluded that the community was ineffective "because the critical shore station functions in large part already are either

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[20] The Officer inventory was reduced down from 2951 Officers of the GenURL in 1989. see FSO Mid-South Conference slides 1998. FitzPatric, 21-22.

[21] Ibid.

[22] Murdy, 33.

[23] Mid-South Brief, slide 10.

[24] FitzPatric, 42-43. Fitzpatrick, using General Accounting Office as well as DOD studies, said there would be a $7 million annual savings if this conversion was done. The GAO did a series of studies on civilianizing military positions beginning in 1994. Due to funding constraints, Congress took note and requested further studies. The GAO said 30 percent of infrastructure spending goes to military personnel accounts and claimed that civilians were less expensive than equivalent military. At the time, the Quadrennial Defense Review restricted military leaders to building new capitalization projects by resources of current infrastructure. See GAO NSIAD-97-127BR, and FitzPatric, V, 5.

[25] Murdy, 26 and Daniel Packer, *Naval Officers of 2020*, NPS Masters Thesis, September 1998.

performed by other communities or are better outsourced." Ms. Graham observed that "uneasiness remains among many members in the community over whether the decision to create the community was made primarily to appease the vast majority in the community—who were women—in the aftermath of the Tailhook debacle."[26] There is no evidence that there was any direct connection between Tailhook and placating Navy women with a new community. Graham's comment, however, reflected the prevalent view that since the combat exclusion law was rescinded, the community lacked professional cohesion and vision. In her comments supporting outsourcing, Graham challenged the notion that Manpower, Personnel, and Training duties belong to naval Officers.[27]

In October 1999, Lieutenant Kecia Dilday responded in *Proceedings* with an article entitled "The 1700 Community Is Worth It." Noting the history of "resentment and misunderstanding," Dilday cautions that FSO Officers perform important functions.[28] Lieutenant Dilday concluded that FSO Officers have unique and specialized jobs that the Navy needs.

Deana Murdy, in her 1999 NPS thesis, explored the question as to "What practices the Fleet Support Community needed to modify to meet dynamic changes in, and increase its future value to, the Navy."[29] In attempting to answer this, LT Murdy conducted a survey of 100 Officers with 15 respondents.[30] The "prevailing view," Murdy found, was that the community had a "lack of management and direction" and had "failed to respond or get involved directly in fleet support issues." In addition, Murdy discovered a general lack of confidence in the capabilities of the community to provide the expertise required. There was frustration over senior Officers' mixed signals on how the community was to "gain credibility." For example, was it important for the supposed shore installation experts of the FSO community to go to sea? Also, are the "ticket punching" career moves similar to the warriors (like filling the role of Executive Officer

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[26] Graham, *Proceedings*, February 1999.

[27] Ibid., and Murdy, 25

[28] Dilday, *Proceedings*, October 1999.

[29] Murdy, 1.

[30] Ibid, 44.

and Commanding Officer) more important than graduate education? Murdy showed the FSO community could not escape the stigma and sense of continuity with the GenURL. The belief was that FSO leaders were the same and were occupied only in "trying to justify it's (the community's) own existence since [inception]."[31] To highlight the public relations problem experienced by FSOs, one respondent to Murdy's survey said that the fleet knows "very little about the 1700 community, but the same can be said of the 1700's themselves."[32]

The considerable fuss made over the need to go to sea and get warfare qualified was a direct result of attempts to gain credibility and independence for a dying community. Even after Vice Admiral Norbert Ryan formally declared the 1700 designator defunct, automatically changing designated Officers back to 1100, there were ideas about training FSO Officers as Surface Warfare Officers to the extent of designing a special FSO warfare pin.[33]

Enhancing credibility with the fleet customer by increasing knowledge and gaining experience in naval operations had real merit, but inevitably the real purpose behind these ideas would always be questioned—is this just to preserve the community? Presumably it's possible to improve the fleet customer's perspective of FSOs without FSOs performing the work of the fleet customer. Getting too close has disadvantages. The perception may build that FSO's support only the Surface Warfare community and not the entire fleet.[34] In September 1999 the Chief of Naval Personnel, Vice Admiral Ryan, considered options for helping the FSO Officers out of this considerable fuss. By December the Admiral decided to have the FSO community revert back to the GenURL status and 1100 designator. The community retained the name Fleet Support Officer

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[31] Murdy, 46,47.

[32] Ibid, 47.

[33] see VADM Ryan's NAVADMIN message 102342ZDEC99 and Henderson, Rhonda M. Thesis NPS June 2000 "Fleet Support Officer Fleet Training (FSOFT): Should a Sea Tour be a Requirement?" This study proposed a program for junior FSOs to go to Surface Warfare Officer' s School for an initial sea experience as division Officers and receive warfare qualification. The purpose was to "win credibility." Pages 1, 13, 25. Also Mid-South briefing of 98 showing the importance of warfare qualification and seas service as credibility builders.

[34] Henderson, 39.

Community.[35] FSOs were told that this action was not a "return to the General Unrestricted Line," but damage to morale was done by this obvious retreat to the past.[36]

While the community suffered through this period of uncertainty, community leadership focused on the achievement of increased opportunities for women in the Navy. Although the historic changes in general cultural acceptance of women in non-traditional roles was important, the integral professional expertise that the GenURL and FSO community provided the Navy in human resources was neglected. Vice Admiral Tracy described the re-designation change as "an elegant solution" to fix the promotion problem and addressed the FSO community's female past in saying "ours is a journey that began in 1942."[37] In a speech to DACOWITS, Rear Admiral Ronne Froman said:

> Today I'd like to declare a victory… today women command ships, and are flying combat missions from the decks of aircraft carriers… the next step should be to integrate the Fleet Support community back into the mainstream Navy. This would be good news – a great news story. What would this mean? Our last vestige of separate, but equal would go away.[38]

Characterizing the FSO community as "a female club" got in the way of the truth, that the FSO community was the main source of Navy human resource professionals. This fact was consistently subordinate to female integration. The GenURL and the FSO communities were not centered on a profession, but on a gender. The growth of the future Navy human resource professional was impeded because, while individual members' contributions to Navy human resources was substantial, recognition was blocked—shrouded in the culture war of gender integration.

As recounted, the dissolution of the GenURL was demoralizing and the failure to establish a FSO community was real and significant, as evidenced by the turmoil and questioned legitimacy and purpose during this period. Although a variety of changes were common during the post-Cold War era, those affecting the FSO community were

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35 Ibid. 14 and NAVADMIN message 102342ZDEC99.

36 Letter from Vice Admiral P. A. Tracy to Fleet Support Officers, November 1999.

37 Ibid. The community was formed because of gender.

38 RADM Ronne Froman speech to DACOWITS (Defense Advisory Committee on Women in the Service), 22 October 1999, San Diego, California.

especially tumultuous because of high uncertainty.[39] But the old cliché that from failure and crisis come opportunity held true. The FSO community, already separated into core competencies, was permanently divided. FSO community Officers were given the opportunity to choose between moving into another existing community, remaining in the defunct FSO community (no more accessions), or become a "plankowner" in one of two new communities – the Navy Human Resource Officer Community (NHROC) or the Navy Information Professional Community.

At the September 2001 inception of the NHROC a Special Transition Board selected 329 Officers as *plankowners*. The community began with 23 captains, 100 commanders, 142 lieutenant commanders, and 64 lieutenants.[40] To date the transition has been successful with regard to billet-base and growth opportunity. Unlike the FSO transition experience, this time the community was granted the appropriate number of billets. As of January 2003, the community has 356 Officers and 556 funded billets. The OPS Task Force identified a requirement for 570 HR billets, so there may be room to grow.[41] All ranks have more billets than inventory. For captains, the ratio is 38 to 25, commanders 129 to 96, lieutenant commanders 164 to 147, and finally, lieutenants at a very disparate 225 to 88.[42] Community leaders believe that growth is on track with 58 Officers selected in the Fiscal Year 2002 Lateral Transfer Boards, and 48 the following year.[43]

The NHROC was created "to meet the growing demands for specialized skills in human resource strategy and analysis."[44] Here, finally, was the "elegant solution" which was so long in coming—a genderless human resource professional Officer community in the Navy. Instead of a community based on preserving a gaggle of Officers, the Navy had a new community based on professional occupational fields. Similar to the Supply

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[39] For example, changes in the aviation community included the end of the A-6, which although dramatic for those directly involved, was final and finite.

[40] Ibid.

[41] Ibid. The brief also notes 241 Naval Reactor Officers and USNA Coaches that technically belong to the community but are "managed separately and retain the 1200 HR designator "for tracking purposes."

[42] Ibid.

[43] Ibid. The FY2003 Transfer Board will access "all qualified applicants.

[44] CNP Admiral Ryan.

Corps, the Civil Engineering Corps, and Judge Advocate General Corps, the NHROC, although arguably better suited as a staff corps community, was designated as Restricted Line.

Vice Admiral Norb Ryan, Chief of Naval Personnel in a July 25, 2001 NAVADMIN message stated:

> We are at a crossroads in strategic human resource management…In order to succeed in the 'war for talent,' the Navy needs experienced, knowledgeable and resourceful Officers dedicated to improving how we conduct our people business. I am firmly committed to providing the resources and sponsorship to make the HR community a success.[45]

Some may view the NHROC as no more than an accident; but they would be looking at the past, not the present or future. The NHROC does have cultural "baggage," whether or not the community's establishment was by accident, but its alignment with a professional cadre of Officers today is right on track with transformation.

B.   THE FOUNDATION OF HR: PRINCIPLES AND DEVELOPMENT

The Human Resources (HR) profession is rooted in personnel functions developed around the beginning of the 20th Century. At the time, American industry was expanding. To support the growth, organizations created personnel departments to deal with the administrative tasks of hiring, firing, and maintaining worker records.[46] Since this time, the demands of unions, federal regulations, and civil rights laws caused more organizations to establish and build HR departments focused on administering new rules and regulations. By the late 1960's, organizational theory and theory of human motivation and learning were increasingly refined.[47] The development of Navy HR in this period came about mainly through Congressional action. More recently, stiff competition and psychological theories have shifted HR into more strategic roles in organizations.

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[45] VADM Norb Ryan, Jr., N1, NAVADMIN R251530Z Jul 01, Subj: Establishment of Information Professional and Human Resources Officer Communities and Fleet Support Officer (FSO) Transition.

[46] Society of Human Resource Management, 2002 Learning System Module One, Strategic Management, p.3.

[47] see examples in Gerald D. Bell, ed, Organizational and Human Behavior: A Book of Readings, 1971.

In the 1940's and 1950's, the welfare secretary or employment clerk performed the human resource work. As the field of personnel grew, the human resource workers were given responsibilities over company morale and recreation. One executive remembers "the personnel executive was the 'glad hander' or 'back slapper' who kept morale up in a company by coordinating the company picnic, handling the United Fund drive, and making sure the recreation program went off well."[48] The HR departments of the time were not well respected and considered a place for poorly performing managers to "retire."[49]

In 1948, the American Society for Personnel Administration was formed to "promote national HR networking and professional development." Later renamed the Society for Human Resource Management (SHRM), the HR professional organization grew from 30 to over 165,000 members in about 50 years.[50]

By 1953, much of the human resource functions were identified. William G. Torpey was an early pioneer in HR. Torpey was the Personnel Officer of the Naval Research Laboratory in Washington D.C. and a part-time faculty member at the George Washington University School of Government. Torpey attributed importance to HR work stating, "Upon the effective administration of personnel depends the success or failure of every management undertaking. Administrative goals, policies, and plans fail of accomplishment when inadequate consideration is afforded the human aspects of organizations."[51] Torpey listed the following functions of early HR:

- Recruitment
- Examination
- Selection and Placement
- Position Classification
- Training

- Health
- Pay
- Compensation for Injury
- Hours of Work and Leave
- Grievance-handling

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[48] Mondy. 10 quote by John L. Quigley, the former Vice President of administration at Dr. Pepper/7-UP Companies, Inc.

[49] Ibid.

[50] SHRM Learning System, p.5.

[51] William G. Torpey, Public Personnel Management, New York: D. Van Nostrand Company, Inc., 1953, 1.

- Employee Services
- Performance Rating
- Safety
- Personnel Research
- Promotions, Demotions and Transfer

- Disciplinary offenses
- Loyalty
- Awards and Beneficial Suggestions
- Separations
- Retirement

It is remarkable that these HR functions have proved resilient for over 50years.[52]

Equal Employment Opportunity for minorities and women became much more significant by the end of the 1960's.[53] The Civil Rights Act of 1964 is the "keystone of antidiscrimination legislation" which was expanded in the Equal Employment Opportunity Act of 1972.[54] The personnel department's mission was greatly expanded and was tasked with the responsibility of keeping the organization out of trouble.

Federal social reform laws enacted at the end of the 1970's prompted "the age of the activist, in which everyone is a litigant, not the least an organizations own employees."[55] "In the space of a single decade" human resources was suddenly "a dominant element in the operation of business and industry."[56] Unfortunately the role of HR as a protector against litigation overshadowed other roles and functions of a more proactive and value-added nature.   To many, HR became a synonym for affirmative action.[57] HR's reputation was decidedly non-visionary and was considered a necessity to endure. By the late 1970's however, career development and management were coming into vogue.[58]

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[52] William G. Torpey, Public Personnel Management, New York: D. Van Nostrand Company, Inc., 1953, 8. The functions of today's HR are similar to the personnel functions then.

[53] Towers, 36.

[54] The SRRM Learning System, Workforce Planning and Employment, Module Two, Society foe Human Resource Management, 2002, 3,4.

[55] Arnold Deutsch, The Human Resources Revolution: Communicate or Litigate, New York: McGraw-Hill, 1979, 2.

[56] Deutsch, 2, 3.

[57] Deutsch., 8.

[58] Andrew H. Souerwine, Career Strategy: Planning for Personal Achievement, 1978.

In the 1980's "it became fashionable…to call the employee-employer relations function the Human Resource Management Department rather than the Personnel Department."[59] An April 27, 1983 Wall Street Journal article evidenced senior management's new interest in HR—those who simply had a "human resources" title were given a 30 percent pay raise.[60] This reflected the improved status for HR work. HR became recognized as an integral part of management.[61]

In the 1980's and 1990's, HR professionals, after building relationships between people and their organizations, were faced with the bitter job of severing that relationship though unpleasant layoffs.[62] Unfortunately, there is convincing criticism that HR managers and professionals failed to help senior management in recent years with the more austere measures thought necessary in downsizing and cost control. HR professionals failed to advise and plan properly in many cases because they were unwilling to change and unable to provide innovative solutions.[63] There was only moderate success with HR professionals getting employees to assist in costs cutting efforts.[64]

It is useful to define some critical terms in the human resource field. Human Resource Management, Human Resource Development and Organizational Development are key HR areas. "Human Resource Management (HRM) is the utilization of human resources to achieve organizational objectives."[65] HRM functions include:

1.   Human Resource Planning, Recruitment and Selection
2.   Human Resource Development
3.   Compensation and Benefits
4.   Safety and Health
5.   Employee and Labor Relations

[59] Sibson, viii.

[60] Brian Towers ed. The Handbook of Human Resource Management, 2nd ed. Article in Chapter 2 "Human Resource Management in the USA," by George Strauss, Blackwell Pub, 1996.

[61] Sibson, viii.

[62] Towers, 27,28.

[63] Sibson, ix.

[64] Towers, 27, 28.

[65] Mondy, 4.

6.   Human Resource Research

These areas are subject to refinement, but are generally held to be the main functions of HR today.[66] Although HR departments have accumulated more functions, roles, and tools, today, HR is focused and leading in "staffing, training, appraisals, rewards, organization design, and communication."[67]

Human Resource Development (HRD) is the process of making people more productive and effective.[68] HRD is the realm of learning and growth in experience and of training and education. The American Society for Training and Development (ASTD) is the premier organization dedicated to supporting HRD. HRD focuses on helping people become more effective in their present work, prepare them for their future work and connect people with their organization for mutual benefit.[69]

Organizational Development (OD) equates to HRD on a large organizational level. Organizational development describes a process that changes an organization in order to help people become more productive and effective.[70] OD is considered a separate field of study in industrial psychology where the structure of an organization is analyzed to promote employee satisfaction and effectiveness.[71] A main assumption of OD suggests that when workers and organizations "fit" well together, both benefit. OD means utilizing and maximizing human energy and talent.[72]

Two emerging trends were identified for HR at the beginning of the 21st Century—the rise in importance of strategic management and the wider use of outsourcing. By the end of the 90's, senior management began looking to HR professionals for help with complex and diverse HR issues, including the rapidly

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[66] see SHRM Learning Guide or web-site SHRM.com and also R. Wayne Mondy and Robert M. Noe, HRM 6th ed. 6. Compare these to Torpey's personnel functions.

[67] Dave Ulrich, HR Champions, p. 19.

[68] Mondy, 7.

[69] Nadler and Wiggs, Managing Human Resource Development, 5

[70] Mondy.

[71] Paul M. Muchinsky, Psychology Applied too Work, 6.

[72] Bolman and Deal, Reframing Organizations, 140,141.

changing workforce, workplace, government regulations, culture and technology.[73] Questions regarding how all of these issues fit together and impact one another led to formulation of strategic business plans for HR.[74] This "holistic approach" to strategic management is now widely accepted.[75] The new strategic role of HR is the result of changes in workplace values, economic conditions, technological innovations and more.[76] Experts are encouraging HR to become strategic partners with senior line managers and "agents of continuous transformation."[77]

The concept of outsourcing is not new. Payroll has a 50-year history of being outsourced. Organizations want to focus on their "core" business, improve quality, expand HR functions, centralize and consolidate and control costs. These are often reasons to outsource.[78] Staffing, relocation, benefits, and Human Resource Information System (HRIS) operations are especially susceptible to outsourcing.[79] If organizations cannot get professional HR help from within, senior management will look to outsourcing and consulting help. One veteran HR consultant, Gil E. Gordon, in a 1995 Conference Board Report article stated that, "five years from now, most of human resources as we know it will disappear."[80] Although such a change has not materialized, the trend toward outsourcing HR is unmistakable. A full-page advertisement in the October 7, 2002 issue of U.S. News and World Report declared, "according to technology consulting firm Gartner Inc., HR is the fastest growing segment of business processes that are being outsourced." Today at least 75 percent of American companies outsource at least some HR functions.[81] In the Navy, the Center for Naval Analysis claimed an average of 30 percent savings could be gained from outsourcing.[82]

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[73] Mondy, 6.

[74] Kathryn Tyler, "Strategizing for HR," *HR Magazine*, February 2001, 92.

[75] Ibid.

[76] Michael Losey, "HR Comes of Age," HR Magazine, 50th Anniversary, SHRM, 1998, 40.

[77] Dave Ulrich, "A New Mandate for Human Resources," Harvard Business Review, January/February 1998, 124.

[78] Alfred J. Walker ed., Web-Based Human Resources, 266-275.

[79] Ibid, xxv.

[80] Gil E. Gordon, "The Workplace Revisited", Rewriting the Rules of Human Resources: A Conference Board Report, New York: The Conference Board, 1995, 17.

[81] see advertisement "The HR Outsourcing Supernova" in *U.S. News and World Report*, October 7, 2002. This advertisement was adapted form a new magazine devoted to HR outsourcing called *HRO Today*

Respect for HR management (HRM) is not universal. Ramsumair Singh, a lecturer in Industrial Relations at the University of Lancaster, suggested "the legitimacy of HRM is at least suspect; at best it is a mutant form which further breeding should be discouraged."[83] Being eclectic does not equate to superficiality. Just as Singh's Industrial Relations is developed from psychology and scientific management, and parented by the medical and business fields, the HR profession benefits from Industrial Relations and other professions that support HRM. Singh's criticism will prove just if, when the trendy-ness of HRM ends, only an unhelpful shell void of principles and positive results (outcomes) remain. HRM must tangibly benefit the organization.

HR should be judged on its value. Professor Dave Ulrich of the University of Michigan School of Business and "top educator in human resources," says the question—"Should we do away with HR?"—is a silly and senseless debate. "Of course we should do away with HR if it fails to add value and impedes performance. Of course we should keep HR—if it creates value or delivers results."[84]

The need for HR professionals is widely recognized. HR observers and experts believe "[today's] human resource problems are enormous and appear to be ever expanding."[85] Today HRM is an organizational resource which can impact profit margins and more. HR specialists' salaries are on the rise.[86] From 1960 to 1990 the ratio of human resource workers to total company employees rose from 0.5 to 1.2. In 1960 an HR professional headed only one in three HR departments, 30 years later 100 percent were headed by HR professionals. [87]

The need for good HRM remains sound. After all, an organization's facilities rely on a facilities manager and finance on a financial manager. Why should the need for a

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Magazine.

82 Samuel D. Kleinman and R. Derek Trunkey, "Can DOD Continue to Achieve Large Savings From Competition and Outsourcing?" Center for Naval Analysis Report, September 1998.

83 Towers, 148. It is interesting to note that HR is not indexed in Industrial/Organizational Psychologist Paul M. Muchinsky's Psychology Applied to Work.

84 Ulrich, HR Champions, vii.

85 Mondy, 6.

86 Mondy, 10.

87 Robert E. Sibson, Strategic Planning for Human Resource Management, Sibson has 30 years of HR consulting experience, vii.

manager of any organization's potentially most important resource be ignored? People respond well to good management, good incentives, and good job and organizational fit. No identifiable "father of human resource management" exists. No one experienced an HR epiphany. The HR field developed out of needs—the need to make sense of, and manage, people in organizations.

The discipline of HR is based on important principles or truths. Consider the words "human resource." A resource is "something that is ready for use or that can be drawn upon for aid or to take care of a need."[88] A human being is the ultimate resource in all organizations! A person in some way meets every need, and every person has needs. A human being has unlimited potential. But people are highly complex and complexity grows exponentially in large organizations like the Navy. HR draws from theories of human behavior in order to exploit the power and creative potential of human beings.

Organizational needs are rooted in natural law. The law of entropy states that left alone, available energy and order in a system diminishes over time. Entropy predicts the degradation of closed systems as time progresses. It is a "measure of the degree of disorder in a closed system."[89] In order to delay or reverse entropy, human beings must act or perform work on the system. The only answer to creativity and re-invigoration of a system is for someone—some person—to act on the system. The law of entropy combined with theories of human behavior constitutes the inherent requirement for HRM. Theorists' ideas in Industrial Psychology apply to the HR profession. From Frederick Taylor's Scientific Management to the "cognitive revolution," theories and models of motivation, training, organization, job design and leadership are all part of the basis for the HR profession.[90] HRM is absolutely based on natural law and sound theory. Substantive theories and professional discipline applies to the HR field.

Human resource professionals struggle to get the right person to perform the right work in the right place at the right time in the right way. This effort is done so that organizational systems can be created and extended for the benefit of all. The core

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88 New World Dictionary of the American Language, 2nd ed.

89 Ibid.

90 Paul M. Mushinsky, Psychology Applied to Work, 10, 19.

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assumption of the human resource "frame" is that people are investments – not costs.[91] One recent best-selling management book tried "to capture the end of-century frontiers of both knowledge and art."[92] The authors suggest that every "situation can be viewed in at least four different ways." These are defined as "frames" and include structural, political, symbolic, and human resource frames. The HR frame assumes the "organization exists to serve human needs" and "people and organizations need each other. When the fit between individual and system is poor…both will become victims."[93] But when a good fit exists between individuals and their work, where people have meaningful and satisfying work and organizations benefit from their talent and energy, both win.[94]

Poor HRM can harm organizations, so HRM must be routinely evaluated for its contributions to the organization. In the past few years numerous techniques and studies have sought to identify and highlight the contributions of HRM. Holding HR professionals accountable to the organization is ultimately revealed in cost savings and benchmarking analysis.[95] HR professionals should be good at evaluating; after all, evaluations are part of the key functional areas of HR. As personal appraisals and evaluations have shown, it is difficult to assess the true benefits and costs of people in organizations, even HR people.

Mid-20th Century congressional influence spurred Navy HR. In 1965, Congress mandated a "complete review of the principles and concepts of the compensation systems" for all military branches, active and reserve, every four years. In the latest Quadrennial Review of Military Compensation (QRMC), Defense Secretary Donald Rumsfeld stressed the importance of the review in its impact on rewards and incentives. Proper compensation determines success in recruiting, retention, and military member quality.[96] Rumsfeld said that during the 1990s drawdown DOD leaders realized that

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[91] Bolman and Deal, Reframing Organizations, 117.

[92] Bolman and Deal, Reframing Organizations, xi.

[93] Bolman and Deal, Reframing Organizations, 102.

[94] Bolman and Deal, Reframing Organizations, 103.

[95] Jack Philips, Accountability in Human Resource Management.

[96] see the Report of the Ninth Quadrennial Review of Military Compensation Vol 1. March 2002, published by the Office of the Undersecretary of Defense for Personnel and Readiness, Pentagon,

there was a big need in the military compensation area, specifically the need for more flexibility. For example, few options are available when competing for recruits in an attractive civilian job market.[97] This latest QRMC compares civilian pay to military pay and is effective in outlining the financial incentives for military personnel.

In 1970 the Navy ran a yearlong human resource management pilot program. The program was to "develop, implement, and evaluate action programs" in order to improve "Navy effectiveness" during a period of political and social turmoil in America.[98] There was widespread disbelief, however, that the Navy's objective was for true reform and not a quick fix "pacification program."[99] The importance of human resources as a strategic benefit was just beginning to be understood—that the Navy depends on Sailors and on Sailors who know what they are supposed to do, know how to do what they are supposed to do, and are motivated to do what they are supposed to do.[100]

In the Navy, evaluating HRM took on added importance with the beginning of the All-Volunteer Force (AVF). HRM evaluation is the subject of a 1971 NPS thesis by Charles Hooper. In *A Proposed Measurement Technique for Measuring the Impact of a Human Resource Management Program on the United States Navy*, Hooper attempted to provide a means of grading the impact HRM had on the Navy. The task of evaluating HRM's impact on the Navy continues and is every bit as important today as it was in the early 1970s.

The increase in manpower costs associated with implementing the AVF to the Department of Defense stimulated Congress to create, in 1973, the Defense Manpower Commission.[101] There was an urgent need to "examine carefully the efficiency with which we employ that (human) resource."[102] The commission was to find ways to

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Washington D.C., xi.

[97] Ibid, 7.

[98] Hooper, 5.

[99] Ibid.

[100] Ibid, 6.

[101] see the Defense Manpower Commission's Report to the President called <u>Defense Manpower: Keystone of National Security</u>, April 1976, vii. The DOD was paying $22 Billion more in pay and allowances in 1974 with 400,000 fewer people, than in 1964. The Navy had serious shortfalls in particular.

[102] Ibid, viii.

reduce manpower costs in compensation, retirement, recruiting and retention programs. They also evaluated the cost effectiveness of using civil service personnel and contractors to replace military personnel in HR.[103]

In the end, the commission recommended that the use of contractors should be encouraged and that DOD training programs should be consolidated.[104] Concerning defense manpower management, the commission found that the "manpower and personnel function is not well defined; that responsibility and accountability for manpower–related activities are fragmented…" They determined that the HR system was "cumbersome and unduly time-consuming."[105]

To remedy the disarray in HR, the commission recommended that the manpower function be defined to "include all manpower life cycle activities" and that responsibility be vested in "one individual at each layer" of the DOD organizational structure. Another recommendation was to "establish more stable manpower and personnel career programs in *each* Service to insure the development of professional executives"[106] (italics mine). It is important to note that, what in fact the commission recommended was no less than the creation of an integrated and well-defined Navy HR department and Navy HR career path. These recommendations were not fully implemented. In sum, the commission said:

> The recurring lesson of this report is that people, as always, are central and primary in planning for the Nation's defense. Defense manpower is indeed the keystone of national security.[107]

Peter Drucker, the highly acclaimed management guru, preaches the importance of managing innovation and change—like the introduction of the AVF. Regarding HR, Drucker said that personnel policies must change from one size-fits all, to policies targeted more toward smaller groups and even at the individual level.[108] The need for change and system flexibility is being recognized in the Navy. Recently the RAND

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[103] Ibid, 5.

[104] Ibid, 14. There were numerous other recommendations.

[105] Ibid, 22.

[106] Ibid, 22-23.

[107] Ibid, 24.

[108] Peter Drucker, <u>Managing in Turbulent Times</u>, 121.

Corporation studied defense compensation systems and compensation alternatives. Rand analysts concluded that the Department of Defense (DOD) needs "a flexible HRM system that can respond in a timely and effective manner to varying needs…"[109] In August 2000, the National Academy of Public Administration published *Strategies for Modernizing Human Resource Management in the Department of the Navy*.[110] This publication highlighted a need for integrated and flexible HRM.

The many challenges facing HR highlight its need for flexibility and requirement to add value. HR has addressed some recurring issues for 50 years. For example, in 1953 Torpey points out a number of issues HR experts and managers grapple with today:

- HR officials have a limited concept of the role of progressive (HRM).
- Responsibility for (HRM) may not be clearly defined.
- How to maintain effective communication with own organization.
- How to measure effectiveness of his operation.
- How to keep informed of professional progress.
- How to attract, develop, and retain competent personnel for his own office.[111]

It is interesting to note that Torpey also laments the difficulty of accessing sources of information like a professional library, school, or public service. Today many have such access on their desks![112]

HR professionals must be aware that HR systems can create controversy. One example is debate over the fairness and effectiveness of the 360-degree feedback appraisal system.[113] One recent study found that companies using the 360-degree feedback evaluation system had a 10.6 percent smaller return to shareholders than

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[109] Albert A. Robbert et al., <u>Differentiation in Military Human Resource Management</u>, 65.

[110] National Academy of Public Administration, "Strategies for Modernizing Human Resource Management in the Department of the Navy." August 8, 2000.

[111] Torpey, 358-360.

[112] Torpey, 374-378.

[113] With the 360-degree feedback, an individual is appraised not only by supervisors, but peers and subordinates as well. See *US News and World Report* article by Kim Clark, "Judgment Day: It's survival of the fittest as companies tighten the screws on employee performance reviews." 13 Jan 03, p. 31. See Paul M. Muchinsky, <u>Psychology Applied to Work</u>, 193.

companies using more traditional evaluation systems.[114] There is a rise in lawsuits over employee-perceived bias and unfairness regarding rating systems in the private sector. The advantages and disadvantages, strengths and failings of various evaluation systems, like the 360-degree feedback or General Electric's "forced ranking system," (which is similar to the system adapted by the Navy) provides a good indication that there will be continued changes for the foreseeable future.[115]

When President George W. Bush announced plans to establish a Department of Homeland Security, the first issues centered on HR. There was vigorous debate over the role of unions and government regulations in employment as well as the civil service system. The Brookings Institution complained, "The current civil service personnel system…is slow at hiring, interminable at firing, permissive at promoting, useless at disciplining, and penurious at rewarding."[116] In January 2003, the first Secretary of the Department of Homeland Security, Tom Ridge, on the day he was formally named to head the organization, spoke to the press mainly about HR issues.[117] Before taking office, Ridge told employees in December, "We have an opportunity to put together a contemporary personnel system that gives us the kind of merit-based, fairness-based program that we want to govern all 22 presently different departments and agencies."[118]

HR professionals can pursue numerous areas of study to gain expertise. Human motivation is important to HR professionals. In the past, HR departments have focused on extrinsic incentives, like pay, but a more promising look at intrinsic motivation has opened new approaches to selecting, placing, and training people for work.[119] Analysis of individual strengths is not new, but recent studies provide tangible results to the power of actively identifying and managing each individual's unique strengths. The Gallup

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[114] Ibid.

[115] Ibid, 31-32.

[116] "Homeland Security Hurdles," *Government Executive*, February 2003.

[117] CSPAN Live.

[118] These 22 departments and agencies had 80 different personnel systems! "Homeland Security Hurdles," *Government Executive*, February 2003.

[119] see NPS Professor Kenneth Thomas' book entitled <u>Intrinsic Motivation at Work</u>.

organization found that managers who select, train and position people in organizations on the basis of talent are very successful.[120]

There are three important organizations that support professionals in human resource management. One is the American Society for Training and Development (ASTD) which focuses on the HR specialty areas of training and development.[121] The most comprehensive and largest of the professional organizations is the Society for Human Resource Management (SHRM). SHRM's purpose is to define, maintain, and improve human resource management.[122] The Human Resource Certification Institute (HRCI) is the credentialing branch of SHRM. Since 1976, HRCI has provided a program to encourage mastery in the HR "body of knowledge."[123] The SHRM Learning System is a standard indicator of the categories of knowledge required by HR professionals. The SHRM Learning System includes six standard modules:

1.   Strategic Management
2.   Workforce Planning and Employment
3.   Human Resource Development
4.   Compensation and Benefits
5.   Employee and Labor Relations
6.   Occupational Health, Safety and Security

In addition, SHRM provides the government fields a special module on Federal HR Practices. These topics constitute "the body of knowledge" identified by the Human Resource Certification Institute (HRCI), the certifying organization for HR professionals.[124]

The latest developments in HR are tied to the Information Technology (IT) revolution. Computer technology is important for HR management in three ways. First,

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[120] see Souervine, <u>Career Strategy</u>, and Buckingham, <u>First, Break all the Rules</u> and <u>Now, Discover Your Strengths</u>. Gallop has studied what great managers do for over 30 years and the authors draw on this wealth of information.

[121] Ibid.

[122] R. Wayne Mundy and Robert M. Noe, <u>HRM</u> 6th ed. 19. SHRM changed its name from the American Society for Personnel Development in 1990.

[123] Mondy.19.

[124] See the SHRM Learning System Launch Book, Society for Human Resource Management, 2002, 1

computer technology is increasingly used to enhance HR tools. Some companies "are using computers to turn every day into rating day" with electronic personnel evaluation systems.[125] In addition, Web-based HR information portal technology is growing in popularity and is considered "the biggest development over the past several years on the (HR) technology front, enabling direct employee access…" An HR information portal is defined as "a set of applications that provides users with a single gateway to customized and personalized information."[126] This technology is useful in "complex HR transactions such as career planning, retirement calculations, handling open enrolment, and stock options."[127] HR portal technology is a revolution in customer service and self-service capability.[128] HR web-tools are powerful, secure, accessible and relatively inexpensive and easy to implement.[129]

Secondly, computer technology can assist in managing HR knowledge. Over 30 years ago LT Charles C. Hooper, wrote (see page 28) HRM's "first test of survival is its ability to define its roles and capabilities to others and to produce some 'scientifically acceptable' measure of its impact on Navy organizations."[130] His thesis, along with thousands of others at NPS, is perhaps rarely reviewed by anyone other than academics, professional analysts and students. But the practical need to define and measure HRM is just as applicable today. How can HR's impact be identified and measured? What has HR contributed to the Navy over the past 30 years? It is important to review previous studies for potential answers to enduring questions and avoid redundant effort (i.e. "reinvent the wheel"). The Navy is increasingly making greater strides in knowledge management. A new web-site, launched in February 2003, is devoted to being the Navy's "integrated delivery system for learning, personnel development and knowledge

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[125] See earlier US News article by Clark, 31.

[126] Alfred J. Walker,ed., Web-Based Human Resources, xiv.

[127] Ibid, xv.

[128] Ibid, xix.

[129] Ibid, xviii, xix. Web-tools implementation can be much less costly and time consuming than Enterprise Resource Planning (ERP). Historical lessons in HR re-engineering teach that success comes in part from either a better use of existing t4echnology or the introduction of new technology. See Towers Perrin study on page 6.

[130] from the thesis abstract of Hooper, June 1971, 96.

management.[131]   This new site gives Sailors access to custom training and educational information and represents transformational HRD. If Navy HR is to advance, knowledge management, including storage and sharing must be dramatically enhanced. Today's computer technology provides this capability.

Finally, in the need for re-structuring organizations for efficiency, HR strategists believe it is important to consider networking. Informal relationships both outside and within the organization, and efforts to build and maintain a communication network will become more important to efficiency. Networking must be encouraged to grow in a controlled way.[132] Applying computer technology to accomplish an integrated network of personnel is promising. It provides HR professionals with a means to work cooperatively and to engage in continuous learning activities to increase HR knowledge.

C. KNOWLEDEGE WORK AND COMMUNITY IN THE INTERNET AGE: THE KNOWLEDGE SOCIETY, THE VIRTUAL COMMUNITY AND COMMUNITES OF PRACTICE

Through his extensive studies in management, Peter Drucker has developed a vision for the immediate future that recognizes developing trends and issues. His extensive background in management systems, from the American 1950's to the Japanese 1980's, has enabled Drucker to develop a sense of trends in management and whole societies. Two important ideas, one of community and the other of "knowledge society" or "learning society," are applicable here.[133] Most essential is the idea that managers have mastered manual production, but little is known about managing the "knowledge worker."[134] Drucker wrote of a need to restore community. "Traditional communities no longer have much integrating power; they cannot survive the mobility that knowledge confers on the individual. Traditional communities…were held together far less by what their members had in common than by necessity, if not by coercion and fear."[135]

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[131] Matthew French, "Navy Knowledge Online sets sail," Federal Computer Week, 5 February 2003. The Navy used Appian Corp Software Company to design a similar site they did for the Army.

[132] Robert E. Sibson, Strategic Planning for Human Resources Management, 236.

[133] Peter Drucker, Managing for the Future: The 1990s and Beyond, 333.

[134] see Peter Drucker's book preface in Management Challenges in the 21st Century

[135] Drucker The Essential Drucker, 332.

Drucker believes the old command-and-control organization will have healthy competition from emerging organizations built around information.[136] Drucker describes the rise of "the knowledge worker" which represents about one-third of the American workforce, as successor to the industrial blue-collar workers.[137] In fact, Drucker envisions a growing "knowledge society" dominated by educated people. Knowledge is the central resource of the "post capitalist world."[138] Large organizations like the Navy will become "information based."[139] And, says Drucker, organizations must build knowledge in-house.[140] Learning must be continuous and built into the system.[141]

"Knowledge is becoming performance, and this means rapid change," says Drucker.[142] "From now on, information and control will increasingly be embodied in the machine. Increasingly, the computer will be as much a part of the productive tool as the electric motor became in the last seventy-five years."[143]

Developed countries must increase the productivity of "knowledge work" to be competitive in the future, concludes Drucker.[144] Drucker states there are six factors that determine knowledge worker productivity:

1.   Knowledge worker productivity demands that we ask the question: 'What is the task?' (Whereas in manual work the question was: 'How should the work be done?')

2.   It demands that we impose the responsibility for their productivity on the individual knowledge workers themselves. (So they must have autonomy.)

3.   Continuing innovation has to be part of the work, the task and the responsibility of knowledge workers.

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[136] Peter F. Drucker, The Essential Drucker, New York: Harper Collins Pub., 2001, 111.

[137] Drucker, The Essential Drucker, 304.

[138] Ibid, 288.

[139] Drucker, Managing for the Future: The 1990s and Beyond, 329.

[140] Ibid, 335.

[141] Peter Drucker, Managing for the Future: The 1990's and Beyond, 349-350

[142] Peter Drucker, Managing in Turbulent Times, 56.

[143] Ibid, 55.

[144] Peter Drucker, Managing for the Future: The 1990s and Beyond, 108.

4. Knowledge work requires continuous learning on the part of the knowledge worker, but equally continuous teaching on the part of the knowledge worker.

5. Productivity of the knowledge worker is not-at least not primarily-a matter of the quantity of output. Quality is at least as important.

6. Finally, knowledge-worker productivity requires that the knowledge worker is both seen and treated as an 'asset' rather than a 'cost.' It requires that knowledge workers want to work for the organization in preference to all other opportunities.

Drucker notes that all of these except the last "is almost the exact opposite of what is needed to increase the productivity of the manual worker."[145]

According to Drucker, innovation is important to a knowledge based society. This observation means that old methods and behaviors must be abandoned.[146] This is cultural transformation—often traumatic and difficult. Drucker sees the concept of "subordinate" being replaced with "associates" with the rise of the knowledge worker. Senior decision makers can't know everything; they need the help of specialists.[147] For the Navy and the NHROC, this means developing new learning systems and organizational structures.[148] Drucker says learning must be continuous and built into the system.[149] He believes that all organizations must have innovation as a core competency.[150] The Navy and NHROC must exploit knowledge and innovate. Drucker also says, "Because the modern organization consists of knowledge specialists, it has to be an organization of equals, of colleagues and associates."[151] How does this concept

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[145] Peter F. Drucker, <u>Management Challenges for the 21st Century</u>, New York: Harper Collins Pub., 1999, 142-143.

[146] Drucker, <u>Managing for the Future: The 1990s and Beyond</u>, 339.

[147] Peter Drucker, <u>Management Challenges for the 21st Century</u>, 18.

[148] This does not mean that the traditional military organization must be replaced. Drucker does favor large-scale abandoning of old systems, methods and behaviors (see <u>Managing for the Future</u>, 339) but this can be (and must be) accomplished within formal military organizations. This point will be expanded upon in the next chapter.

[149] Drucker, <u>Managing for the Future: The 1990s and Beyond</u>, 349-350.

[150] Drucker <u>Managing in a Time of Great Change</u>, 134.

[151] Ibid, 89.

work in a military organization like the Navy with proud and distinguished history, traditions, and culture, and rigid bureaucracy? How can this idea be applied to the NHROC? The following discussion of the concept of virtual communities and Community of Practice hold the answer.

The concept of the virtual community should not be mysterious. Those who are deeply involved in web-based technology have generated terms that can baffle those who are not involved. To many the word "virtual" connotes fake or unreal. But most everyone is familiar with virtual experiences. A heartfelt letter from a friend can be a "virtual hug." So, effecting someone's emotions virtually is probably as old as writing. "Community" can conjure up a full array of thoughts from an Andy Griffith-like hometown to an illusional communist utopia. Sociologists find the "term community is one of the most elusive and vague in sociology, and is by now largely without specific meaning."[152] But community is important. Community is something to strive for—it is not natural. Individuals began to relate to one another for survival. Villages were formed and then societies grew. Community is still a viable concept, but the term is being broadened to include phrases like "virtual community" and "Community of Practice."[153]

The story of the virtual community, in the sense the phrase is used today in the internet age, began thirty-five years ago with researchers who were working for the Department of Defense in the Advanced Research Projects Agency (ARPA). ARPANET, the first virtual community, was developed at ARPA. Its developers, J.C.R. Linklider and Robert Taylor, predicted in 1968 that communities "will be communities not of common location, but of common interest…"[154] This prediction began to come true in the mid-1980s with the WELL, or Whole Earth 'Lectronic Link. With a focus on local community issues, people of the WELL held public conversations and used private e-mail and became personally involved with people they had never physically met.[155]

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[152] From the Dictionary of Sociology, Abercrombie, 1988. Jenny Preece, <u>Online Communities: Designing Usability, Supporting Sociability</u>, New York: John Wiley & Sons, LTD, 2000, 175.

[153] Jenny Preece, <u>Online Communities: Designing Usability, Supporting Sociability</u>, New York: John Wiley & Sons, LTD, 2000, 175.

[154] Howard Rheingold, <u>The Virtual Community: Homesteading on the Electronic Frontier</u>, New York: HarperCollins, 1993, 24.

[155] Ibid, 1. Jenny Preece, <u>Online Communities: Designing Usability, Supporting Sociability</u>, New York: John Wiley & Sons, LTD, 2000, 18, 19.

Howard Rheingold, an early participant and acclaimed expert in the virtual community, wrote a valuable book in 1993 called *The Virtual Community: Homesteading on the Electronic Frontier*. In his descriptive and philosophical approach, Rheingold offers salient commentary on what he sees as the inevitable development of the virtual community. The virtual community is a "social experiment that nobody planned but that is happening nonetheless."[156] American culture has changed. Social interaction declined in the 80's and 90's.[157] Neighbors no longer gather on the front porch to discuss their lives, work, and communities. Rheingold suggests that the virtual community offers an opportunity to bring back this lost front porch gathering.[158]

The virtual community is based on Internet technology. The Internet is a global network connecting many thousands of other networks and millions of computers and users.[159] Rheingold views the Internet not as a subculture, but as "an ecosystem of subcultures, some frivolous, others serious."[160] "Virtual communities," says Rheingold, "are social aggregations that emerge from the Net (Internet), when enough people carry on those public discussions long enough, with sufficient human feeling, to form webs of personal relationships in cyberspace."[161]   He writes that participants in virtual communities "do just about everything people do in real life, but we leave our bodies behind."[162] In his own experience, Rheingold concludes "my sense of family at the most fundamental level has been virtualized."[163] Emotional connection is a central element of a true virtual community.

The virtual community is a culture, where norms are established and refined, where empathy is observed, where there is informal conversations and "chitchat" or

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156 Ibid, 6.

157 Jenny Preece, <u>Online Communities: Designing Usability, Supporting Sociability</u>, New York: John Wiley & Sons, LTD, 2000, 23. Preece also notes memberships in clubs declining – "analysis revels that activity is confined to paying fees. Few people take part in any face-to-face meeting."

158 Ibid.

159 Definition from Larry and Nancy Long, <u>Computers 8th ed.</u>, New Jersy: Prentice Hall, Inc., 2001.

160 Howard Rheingold, <u>The Virtual Community</u>, 3.

161 Ibid, 5.

162 Ibid, 3.

163 Ibid, 10.

"scuttlebutt" (to use a Navy cultural term).[164]   The virtual community is identified by relationships that satisfy people's needs.[165]   Reasons why people join communities are to gratify desires for information, support, and interaction with other people – especially like-minded people, to share thoughts and opinions, to meet new people, to solve problems, and for fun.[166]   The virtual community is a great place to meet people because you can find out about someone before you meet them and not visa versa.[167]   Meeting someone is a choice, not a chance.

Rheingold tells of an early study of virtual communities by a sociology student named Marc Smith.   Smith studied the WELL and found an economy based on the "collective goods" of "knowledge capital," "social capital," and communication. Together these created value and encouraged cooperation to the point of it becoming like a game.[168]   Smith concluded the "virtual communities require an act of imagination to use…"[169]

One rather extreme type of virtual community is multi-user dungeons (MUD). Those in a MUD, or MUDers, take on "alternate" identities or personas and live out a shared fantasy with other MUDers in a 3-D cyberspace world.[170]   The attraction of MUDers to their virtual community is so strong many are accused of addiction.[171]   For those who are for the less intensive social experience there are Bulletin Boards (BBS).[172] In 1993, when Rheingold wrote, all one had to do was "attach a modem to your computer, plug the modem into your telephone, create a name for your BBS, post the

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164 Ibid, 2, 24. Rheingold gives examples of ceremonies like WELL marriages, births, and funerals. He also describes the empathy shown online for a dying child. Jenny Preece, Online Communities: Designing Usability, Supporting Sociability, New York: John Wiley & Sons, LTD, 2000, 164.

165 Jenny Preece, Online Communities: Designing Usability, Supporting Sociability, New York: John Wiley & Sons, LTD, 2000, 15.

166 Jenny Preece, Online Communities: Designing Usability, Supporting Sociability, New York: John Wiley & Sons, LTD, 2000, 34, 80.

167 Howard Rheingold , The Virtual Community, 26.

168 Howard Rheingold, The Virtual Community, 13, 110.

169 Ibid, 64.

170 Ibid, 146-154.

171 Ibid, 154.

172 Jenny Preece, Online Communities: Designing Usability, Supporting Sociability, New York: John Wiley & Sons, LTD, 2000, 16.

telephone number on a few existing BBSs, and you're in the virtual community business."[173] There are BBSs devoted to anything from disaster preparedness to religion, to Trekkie fans of Star Trek.[174]

Rheingold also described an important development called the IRC, or Internet relay chat system.[175] Like Usenet and newsgroup channels, IRCs contain numerous discussion topics. The IRC chat system does not store discussions like BBS, but typed words are sent instantly to another person's screen.[176] The IRC is designed for "playing with communication" because traditional theories of communication are strained by the fact that there is real-time conversation taking place with only the written word.[177] "Words," says Rheingold, "exist in a purely disembodied state in IRC."[178] In the IRC emotion and actions are put to words, such as the person "looks like he's going to punch you in the nose." This type of communication gets close to what MUDers call "emoting."[179] IRC inspires Rheingold's questions: "What are the minimum elements of communication necessary for a group of people to create a sense of community?" and, "What kind of culture develops out of written words?"[180] He speculates that a major portion of people "can find written communication more authentic than the face-to-face kind."[181] Nonetheless, the IRC quickly became the Internet's "pioneering multi-user chat system."[182] It is the front porch, the corner café, the area around the drinking fountain.

The virtual community is about more than games and small talk. It has practical uses—especially for information and knowledge. Real people, who are experts in diverse subjects, are available literally all of the time.[183] It's "like a groupmind!" exclaims

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[173] Howard Rheingold, The Virtual Community, 132.

[174] Ibid, 143, 144.

[175] Ibid, 176.

[176] Ibid, 178.

[177] Ibid, 178.

[178] Ibid, 180.

[179] Ibid, 177.

[180] Ibid, 176.

[181] Ibid, 23. Rheingold's belief is supported by learning theory. See Cynthia Ulrich Tobias, The Way They Learn, Colorado Springs CO: Focus on the Family Pub., 1994.

[182] Ibid, 178.

[183] Ibid, 17.

Rheingold. The virtual community is a personal think-tank; like "tapping into a multibrained organism of collective experience."[184] The virtual community is "like a living encyclopedia" where experts offer opinions, inquirers receive specific information and directions to resources.[185] "The knowledge-sharing leverage of a large, diverse group of people who are motivated to help one another…can be considerable," says Rheingold.[186] The virtual community can help in the struggle against "information overload."[187]

The benefits of virtual community technology range from mediocre to extraordinary. Virtual technology can enable and expand collaborative work and participation from people in distant places. Members of the community can contribute in new ways that motivate them to contribute and increase their productivity resulting in more satisfaction in their work.[188] Those who may have felt physically excluded can now be electronically included. People from diverse elements of the population can be included in the virtual workplace to share very different perspectives, supplying the key ingredient for innovation.[189] A community can develop its own culture and be united in purpose without dependence on location whatsoever.[190]

The lack of non-verbal communication is a disadvantage to the virtual community, not requiring it is an advantage. What is unique about this "front porch" concept is that it is not confined to space and time. The Navy is a global organization and operates around the clock in multiple time zones. The virtual community can connect community managers with the community, mentors with the mentored, teachers with students, and those who are seeking knowledge with those who are knowledgeable.

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[184] Ibid., 60, 110.

[185] Ibid., 57.

[186] Ibid., 56.

[187] Ibid., 57.

[188] This may sound like "pie-in-the-sky but some people will undoubtedly find it easier to discover their "nitch." Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 3.

[189] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 10.

[190] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 10.

The virtual community is a tool that includes tools.[191] The classification of internet communication tools can be divided between one to one or many, asynchronous, synchronous, MUDS and meta worlds, and interactive video and voice.[192] Most are familiar with operating one to one, or one to many-type tools like e-mail and web sites. Asynchronous tools include discussion forums like newsgroups, web boards or e-mail lists.[193] Asynchronous allows users to participate at different times. Synchronous or simultaneous tools include chat and instant messenger. Synchronous tools allow users to participate in the same place at the same time. MUDS and meta world technology has captured the imagination of game enthusiasts as well as simulations designers, and interactive video and voice technology is gaining use with technology dispersion and capacity.

Today the virtual community technologies are powerful enough in information and knowledge management to attract the attention of the ultimate information professional—the librarian. The library, the sole warehouse of information from ancient Nineveh until now, is adjusting and changing to a new form of information storage.[194] The library's role is changing because "scholarly information needs have been based (until very recently) upon a culture of print…"[195] Instead of owning material like books, magazines, and newspapers, the emphasis is veering toward access to material.[196] The evolving shift from paper to electronic resources is changing "the way that information is owned, shared, and accessed."[197] *Google.com* is an example of commercial attempt to tap "the virtual repositories."[198]

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[191] Howard Rheingold, The Virtual Community, 56.

[192] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, i.

[193] Derek M. Powazek, Design for Community: The Art of Connecting Real People in Virtual Places, Indianapolis, Indiana: New Riders, 2002, 12.

[194] The ancient Assyrian capital is famous for its library.

[195] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, iv.

[196] Ibid., v.

[197] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 20.

[198] Ibid., i.

At the same time librarians are noting the "emergence of workteams" and trends in organizational structures relying more on "informal communication networks" and a "high degree of computerization."[199] Increasingly, libraries at higher institutions of learning are preparing virtual library designs and capabilities.[200]

Navy leaders are more aware of the importance of the "swift and effective use of information" in modern naval warfare.[201] A main operational networking initiative currently underway is ForceNet. The CNO says, "ForceNet will enable the naval service to employ a fully netted force, engage with widely distributed combat power, and command with increased awareness and speed as an integral part of the team."[202] The Strategic Studies Group defines ForceNet as "the operational construct and architectural framework for naval warfare in the information age that integrates warriors, sensors, networks, command and control, platforms, and weapons into a networked, distributed combat force that is capable across all levels of conflict from seabed to space and sea to land."[203] ForceNet promises to "arm our forces with superior knowledge leading to increased combat power."[204]

In addition to the discussion of the knowledge society, the virtual community and information networks, the concept of the Community of Practice needs to be addressed. Unlike the virtual community, the Community of Practice is not Internet based. Communities of Practice (CoPs) can be defined as "a group of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis."[205] A community of practice (CoP) is a special organization where participation is voluntary, the interaction is informal, the "subject matter" centers on "furthering a 'practice' or field of work activity,

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[199] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 3.

[200] Ibid., 8. The authors are from the University of South Florida.

[201] Vice Admiral Richard W. Mayo, U.S. Navy, and Vice Admiral John Nathman, U.S. Navy, "ForceNet: Turning Information into Power," Proceedings, U.S. Naval Institute, February 2003, 42.

[202] Ibid., 43. Quote from Admiral Vern Clark.

[203] Ibid.

[204] Ibid.

[205] Etienne Wenger, Richard McDermott and William M. Snyder, Cultivating Communities of Practice: A Guide to Managing Knowledge, Boston: Harvard Business School Press, 2002, 4.

and "coordination" is not "directional, but involves facilitation and the development of internal leadership."[206] What's important about CoPs is their singular ability to promote learning and manage knowledge. It turns out "CoPs are ideal for pooling and prioritizing information and knowledge," developing competencies, improving "organizational memory," and providing vital contextual meaning for "tacit" learning.[207]

The term "Communities of Practice" originated with Jean Lave and Etienne Wenger; it is from their late-1980s work based, in part, on quartermasters on U.S. Navy ships.[208] They found that "legitimate peripheral participation" was important to learning.[209] In other words, "shop talk" helps people learn. Younger or less experienced workers learn form older or more experienced workers by a gradual increase from "peripheral" to full participation.[210] Meantime, "tacit knowledge" is developed. An estimated 70 percent of organizational knowledge is tacit, or subjective, and based on the personal and the contextual.[211]

CoPs are self-organizing. CoPs are a "learning ecology" where cross-pollination of information and knowledge exits. It is a market place where there are information and knowledge creators and consumers.[212] Dr. John Seely Brown, scientist and Xerox Corporation Executive, believes that as Internet tools become more widely available and used, the unique capabilities of the web will grow new learning environments enhancing the way people naturally learn. Brown says:

> …both tacit and explicit dimensions of knowledge apply not only to the
> individual but also to communities of practice or the social mind. It is

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[206] Peter Stoyko, Communities of Practice: Lessons Learned from the Research Literature and Public Service Experience, Strategic Research & Planning Branch, Canadian Centre for Management Development, May 14, 2002, 1, 2.

[207] Ibid., 3, 4.

[208] J. Lave and E. Wenger, Situated Learning: Legitimate Peripheral Participation, Cambridge UK: Cambridge University Press, 1991. Etienne Wenger has an informative web-site at www.ewenger.com. NAVSEA has a *Community of Practice Practitioner's Guide*, May 2001 that is available on the web.

[209] Christopher Lueg, "Where is the Action in Virtual Communities of Practice?", Institut fur Infromatik, Universitat Zurich, Schweiz, 2000.

[210] Chris Kimble, Paul Hildreth, and Peter Wright, Communities of Practice: Going Virtual, University of York, UK: Idea Group Pub., 2001, 3.

[211] Deloitte Research, "Collaborative Knowledge Networks: Driving Workforce Performance Through Web-enabled communities, New York, Deloitte & Touche, 2001, 16.

[212] Phone conversation with Toni Emerson, IPVW consultant, December 2002.

very easy for us to think that all knowledge is in the head, but when we start to consider the tacit dimension, especially as it relates to practices, we realize how you can know much more than the knowledge you actually have. Much of this knowing is brought forth in action, action through participation, participation with the world, participation with the problem and participation with other people, i.e., practices. A lot of the knowing comes into being through the practices comprising one's community(s) of practice. Enculturation lies at the heart of learning. It also lies at the heart of knowing.[213]

Tacit or "soft" knowledge "forms the why and how an organization does what it does in a certain way."[214] Organizations are good at explaining and building explicit knowledge with manuals, policies and procedures.[215] More emphasis is now on capturing the tacit knowledge. "Storytelling" is a powerful method of transferring tacit knowledge. In storytelling, workers communicate the "interconnections and the ultimate results."[216]

With virtual community technology tools and well-developed concepts of CoPs, the knowledge worker of the future can look forward to increased efficiency and effectiveness in organizations in the knowledge society. The rise of the knowledge society is important information to consider in charting a course for the NHROC. As we will see next, the NHROC is faced with a noble opportunity. Navy HR is undergoing dramatic change, senior Navy leaders seek answers to complex HR challenges and the NHROC community will lead the way.

Chapter Summary

The second half of the 20th Century saw three important developments for the NHROC. First, the NHROC transitioned from a gender based to a professionally skill-based community. Second, the HR profession within the civilian business community matured, grew in respectability, and became valued in organizations. Finally, the

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213 John Seely Brown, "Learning, Working & Playing in the Digital Age," from edited tape transcript at the AAHE 1999 Conference on Higher Learning, March 20-23, 1999 Washington D.C.

214 Ibid., 16.

215 Ibid.

216 Ibid., 17.

development of the concepts of virtual community and CoPs combined relevant theory with new tools and practices to link NHROC members for maximum effectiveness.

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III.   DISCUSSION OF RATIONALE: WHAT IS…

A.   TODAY'S NHROC

With knowledge of the past developed in the last chapter, we turn now to the present organization. Just as it is important to study the past to understand the present, it is necessary to study the present situation in order to lead with sound vision. The Chief of Naval Personnel envisioned that "the HR Officer will serve as the Navy's expert in developing, shaping, and aligning the future forces to meet mission requirements, transforming the recruiting and military distribution systems, achieving a technology-based Human Resource System and fully aligning the military manpower and personnel strategy into an effective Navy Human Resource Strategy."[217] This is a great vision. But obstacles remain.   In the previous chapter we learned that unanswered questions of legitimacy, purpose, and value, have relentlessly pursued the NHROC's parent communities. Such turmoil has afflicted the community with a culture of suspicion, with underlying doubt and mistrust.[218]

This culture of suspicion does not fit reality. It is significant that the Navy preserved its Officers specializing in HR throughout the changes in the past 25 years. Appreciation of HR Officers' contributions is evident in the preservation of the Officers after all the questioning, changing and re-assessing in the GenURL, and then the FSO, and now the NHROC. Unlike the GenURL and FSO communities, the NHROC is based on a principle of a professional career field's contributions. It has legitimacy that transcends gender, warrior class, and sea/shore duty. Without question, the Navy values expert HR leaders. The Navy's support for the HR specialists should encourage NHROC members, but the culture of suspicion, like any culture, is difficult to redirect.

The NHROC itself needs to invest in culture change. Culture change requires the community to discuss and confront "undiscussable issues."[219]   The symbols of the

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[217] NAVADMIN R 191745Z FEB 02 from CNO Washington DC,N1, Subject: Status of Human Resource Officer Community. This is Admiral Ryan, CNP, commenting in letter to HR Officers.

[218] This is a fact born out in survey results presented in this section.

[219] Robert E. Quinn, Deep Change: Discovering the Leader Within. San Francisco: Jossey-Bass, 1996, 192.

NHROC—the beliefs, values, and practices, remain based on past dysfunctional cultures and need adjustment.[220] If not dealt with, the culture of suspicion will remain as a virus in the NHROC and infect each new member.[221] The culture can change with leadership's direction and the implementation of new processes and technologies. Community of Practice processes and virtual community technologies can revive the NHROC and build a common confident expectation among its members. Critical to the accomplishment of this is the alignment of: leadership, mission, and function.

NHROC leadership and managers constitutes the dual office of Deputy Chief of Naval Operations, Manpower & Personnel (DCNO M&P), and Chief of Naval Personnel (CNP) (N1), who is the NHROC sponsor. The head of Military Personnel Plans & Policy (N13) works under N1, as does the NHROC Manager. The Community Manager's position may soon become a "post-Major Command" tour with a HR commander position as assistant. This would foster "better alignment" in detailing, community management, and direction setting activities.[222] NHROC leadership has initiated a semi-annual meeting of all HR captains. The captains will form committees and work on community issues and projects.[223]

Today's NHROC has a clear, comprehensive mission. The mission of the NHROC is:

> Life-cycle management of human capital through requirements determination, force shaping, recruitment and selection, inventory management and workforce training and development.[224]

But is this really what the NHROC does? In reality the community provides a structure for an HR Officer's career. As individuals, capable HR Officers work toward this mission daily with considerable success. HR Officers, while assigned to commands with missions in recruiting, training, manpower and personnel, have fulfilled the mission of Navy HR. But the mission described above is not the community mission! In fact, the

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[220] The FSO and GenURL were the context for the NHROC. See Lee G. Bolman and Terrence E. Deal, Reframing Organizations, San Francisco: Jossey-Bass, 1997, 217.

[221] Lee Bolman and Terrence Deal, Reframing Organizations, 217.

[222] Community Manager's brief, "Human Resources Community (120X)", 30 January 2003.

[223] Ibid.

"community" is presently incapable of performing this mission in a vacuum. It has powerful potential to accomplish the mission. The point is that the mission is sound and visionary; however, realignment is necessary. Mission realignment is only the first step in the NHROC's strategy formulation. Next comes resource allocation and re-structuring, then the NHROC must make "promises that reflect commitments," and then implement the strategic plan based on their realistic capabilities..[225]

Currently the HR professional's existence in the Navy is secure, but specific roles and functions are not. As individual NHROC members do regularly, collectively the community must show Navy leadership its value through service. Navy leaders know they need the HR professional's help, but they need the NHROC to show why certain HR functions are needed. The NHROC functional areas are:

- Strategic Planning
- Requirements Management
- Recruitment
- Education and Training Management
- Personnel Force Management
- Personnel/Administration
- Human Resources Information Technology[226]

It can be argued that the most important function is strategic planning—strategic planning for the entire Navy HR system. The potential impact the NHROC can have on the Navy is staggering. Strategic planning is also the newest function and is most susceptible to misunderstanding, mismanagement and under-value.

In conjunction with this study, and in partnership with a private contracting firm, a survey of the NHROC was completed in February 2003. The contractor sought design

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[224] Ibid.

[225] Dave Ulrich, <u>Human Resource Champions</u>, 192, 193. A proposed mission statement may be: The mission of the NHROC is to support HR Officers as they contribute to the 'life-cycle management of human capital through requirements determination, force shaping, recruitment and selection, inventory management and workforce training and development.' A few ways the NHROC can meet this mission is: (1) if it is provided with virtual community tools, (2) if it acts as a central repository for Navy HR information, and (3) if it fosters a culture of learning and service.

[226] Ibid.

ideas for a more effective NHROC web-site—a similar goal of this study.[227] The survey was created and administered for five reasons, which are, to gain a general understanding of the:

- experience, background and education of community members. This information provides a profile of the communities understanding of HR generally, and whether there is a foundational understanding of HR.

- morale and psyche of the community to see if there is optimism; or discover if the community is still affected by how it was treated in the past.. This report would indicate whether the community has the potential to be a strategic partner soon.

- cumulative direction of the community and what the perceived needs are. This knowledge will indicate strengths and weaknesses in the community and help with analysis of cohesion and judge the similarities to a Community of Practice.

- technological experience and interests in the community. This information will show if knowledge sharing is valued in the community and which information is important, as well as how most members prefer to get information and knowledge.

- commitment to growth through the demand for learning and knowledge sharing. The number of responses along with the answers to the questions will serve as an indicator.

The survey was divided into four parts with 23 questions total.[228] The population of interest was the members of the NHROC. The survey web-connection was e-mailed to community members on January 31, 2003 and sent with an endorsement from the Community Manager.[229] Of the 356 members a total of 200 Officers responded, which is

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[227] A survey instrument was drafted after consulting technical books and noting issues regarding errors, methods and considerations. This survey was compared to the survey developed by EDO Corporation and was found to have many similar questions. EDO Corporation fielded a revised survey that combined features of both surveys. See a copy of the survey results in the appendix.

[228] See survey in appendix.

[229] CDR Ellen Bristow, HR Community Manager E-mail of 31 January 2003, Subj: HR Community Survey.

an above-average response rate.[230]   The remainder of this chapter reviews and analyzes the data from the survey as it relates to the purposes of the research.   In the following discussion, it should be remembered that the answer percentages for each of the questions apply to respondents and not the entire community—although it is not a stretch to assume some mutual consensus.   A copy of the survey questions and answers is found in appendix A, parts I through IV.

Regarding background in HR education and professional experience: only four percent of respondents have HR certification and 43 percent have no formal training or education in HR. No one has a doctorate level education in HR. The good news is about half of the Officers have either a bachelor's or master's degree (see table 4 at appendix) in HR or a similar area. With 43 percent of respondents however, the issue is critical. A lack of formal education leaves a significant gaping hole in the community that, if left unfilled, may have dire consequences on individual professionalism and community respectability.

A full 86 percent of respondents have no affiliation with an HR professional organization such as SHRM. This is not surprising in that no current policy requires or encourages membership. The lack of affiliation with professional HR organizations robs the NHROC of learning opportunities—especially in the most current HR trends. Most of the Officers (63 percent) had between 1 and 4 tours in Navy HR.   This level of experience is expected. The NHROC is a newly formed community and the results may reflect non-HR tours in the FSO and GenURL, or, are recent transfers into the community.   The point is that the community is slightly less experienced than other professional communities in the Navy. The average number of tours for a specialization per average 20-year Navy career can be 7 or 8.   The assumption is that over time the experience level will increase.

The past experiences of HR Officers in the GenURL and FSO communities affected the morale and outlook of community members. The frustration prompted by negative experiences lingers today. The respondents were comprehensive in describing

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[230] The over 56 percent response rate is good. One heuristic suggests a 35-40 percent is average for this type of survey. See Schonlau, Matthias et. al., "Conducting Research Surveys via E-Mail and the Web," Santa Monica: RAND, 2000.

what was confusing during their career; the most common were comments captured in phrases like, "the changing of the designator," and "lack of stability." Disruptive change was a common theme in the responses—all in a negative context. One Officer emoted in all caps, "THE CHANGING RULES." Change ruled. It was constant. The NHROC needs support from Navy leadership in order to stabilize during this transition period. Support and stability must be maintained for a protracted period. "Lack of organization and information" was another theme throughout. With the constant changes, it's no wonder the organization suffered. The real problem is that members lacked information; this nurtured mistrust. Building trust is a major challenge for today's NHROC.

Community value was constantly scrutinized and in doubt. "Mixed signals" and poor leadership and management confused many. Many Officers gave the impression that talk of their community's value didn't match the actions of leaders. One Officer suggests "Community Survivability" as a cause of confusion. Certainly this is a reflection of community value. One Officer said, "Right now we are little more than FSOs with a new name, providing no UNIQUE value to Navy." And, "Future of the community…do we really have senior Navy leadership buy-in?" Members of today's NHROC are skeptical and suspicious of their community's perceived value.

There is one final observation from the question about what confused the Officers during their careers. In almost every case, the professional community was the respondent's central focus—not a particular command or type of job or downsizing. For the most part the comments were not personal or individual. The confusing elements of Officers' careers all related to the community, whether GenURL, FSO or HR. The NHROC members will look to the community for answers. NHROC Officers want to think of themselves as a community!

There is frustration over the slow progress in developing the NHROC's role in the Navy. "I also feel frustrated in the limited role we currently play in the realm of human resources management within the Navy," said one Officer. "Where do we fit in today's Navy," said another. A few specifically mentioned Task Force EXCEL, "How involved will we be in Task Force EXCEL?" Another Officer said, "I hope the future of the Human Resources Community is a group of like-minded individuals who are truly

committed and eager to make positive and substantial changes to strengthen the Navy and not relegate HR to a mere Admin function." These comments were encouraging because they demonstrate an inherent motivation to make a difference for the Navy on a large, or strategic, scale.

The community's strength lay in its potential. But the NHROC has a weak culture, weak ties and lacks a sense of community. For example, the cultural custom of complaining about change, leadership, and direction runs throughout the survey. It is this "letting of steam," combined with little to no collective vision, that is the most powerful indicator of a dysfunctional culture. Respondents were suspicious regarding promotion fairness and suspicious about the existence and resiliency of career paths. Members must resolve these issues before the community can take on "practice" issues. The NHROC is not a Community of Practice; however, it has the potential to become one.

Today's NHROC is computer literate. A full 79 percent of respondents use the computer regularly on the job, including using internet tools. In addition, 62 percent have online collaboration experience. Of the 62 percent, 27 percent have participated in on-line communities! When asked if they would participate in a facilitated online question and answer session with Navy leaders and HR experts, 67 percent of respondents answered a definite yes, 28 percent said maybe, and only 5 percent would refuse. The NHROC is technically fertile for the introduction of virtual community tools.

The NHROC respondents overwhelmingly want to learn. They desire to seek advice and support from their fellow NHROC Officers. A total of 95 percent believe they could benefit form having a senior mentor; and 79 percent have actively sought advice from someone outside their chain of command. Also, the most popular learning support method listed was to participate in workshops on timely human resource issues. The NHROC wants to get together and discuss Navy HR!

To do this, culture change is required. For senior members whose experiences in the now defunct communities were negative, questions remain; is the NHROC just a FSO and GenURL holdover, repackaged and still in search of meaning? Or could the NHROC have an impact on its purpose and direction? Many of the current members of the NHROC are suffering from change fatigue. As a result of a career of change, they are

leery of a future yet to be settled. The community must undergo a culture change along with the Navy. Culture change is difficult.[231] While it has a history of being on the receiving end, it is time for the NHROC to promote change.

A vision of a new culture, a culture of learning and knowledge will serve the NHROC better. A culture of learning will benefit individual members as well as the Navy. It will build collective community self-esteem. With a culture of learning, the NHROC can live up to its leadership role in Navy HR.

To cultivate a new productive community, the NHROC must facilitate learning in all its members. There are obstacles. Attitudes and mind-sets that value ideas of win-lose, information withholding, and power games can cause problems.[232] In addition, the NHROC must guard against the "reluctance to pass on countercultural messages, failure to capture and learn from the lessons of past experience, defensiveness of decision-makers to 'fresh' information and ideas and—conversely—the exploitation of such for partisan ends."[233] The new NHROC HR Indoctrination pilot program is a five-day course held in Washington, D.C. and in Millington, Tennessee.[234] This training is a start, but it is inevitably fruitless if more learning opportunities are not presented in a culture of learning. Each member must be involved in continuous learning.

In the fall of 2002, NHROC leaders took two important steps toward building community knowledge and virtual workplace tools. The first was providing community members with the SHRM Learning System. The community manager offered the program to members who would review the materials, take the HRCI certification exam within one year, and report back their thoughts and opinions regarding the applicability to the NHROC.[235] The program, normally costing about $695, was made available free of

[231] See quote from Commander John V. Noel, Jr. in the Division Officer's Guide, Annapolis, MD: U.S. Naval Institute Press, 1952, p.139. "Another characteristic of all institutions, such as the Navy, is resistance to change. Yet change, progress, the introduction of new ideas and techniques, is essential to the healthy existence and growth of any institution." Noel recalls, "most senior Naval Officers clung to sail long after the steam-engine had proved its reliability."

[232] Christopher Mabey, Human Resource Management: A Strategic Introduction, 2nd Edition, 267, 351.

[233] Ibid.

[234] Community Manager's brief, "Human Resources Community (120X)", 30 January 2003.

[235] Community Manager's brief, "Human Resources Community (120X)", 30 January 2003. The Community Manager is even proceeding with obtaining funding for the certification exams and will ask for

charge to volunteers. In addition to this opportunity, an HRCI certification program is being integrated with the Manpower Systems Analysis Curriculum at the Naval Postgraduate School.[236] The second step was funding a "virtual mentoring program," which included a re-design of the NHROC web site. The community contracted with EDO Corporation and hired Mike Dorohovich and his team to build a web site with community enhancing features.[237] On December 18, 2002, the bland, moderately helpful original web site, which was a holdover from the FSO days, was replaced with a much more inviting and less drab web site. The site included user-friendly features such as a contents bar to find information; which replaced the old lengthy scroll down.[238] It included a helpful FAQ button and made it easy to get promotion information.

The NHROC is now reviewing the possible benefits and applicability of SHRM's Learning System and HRCI certification program for Navy use. The SHRM Learning System includes booklets on:

- Federal HR Practices

- Strategic Management

- Human Resource Development

- Compensation and Benefits

- Employee and Labor Relations

- Workforce Planning and Employment

- Occupational Health, Safety and Security

This information was sent out to a portion of NHROC for review; feedback is required by the fall 2003.[239]

The following discussion offers some examples of culturally challenging ideas awaiting an online community. There are questions such as, how can continuous learning

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$494,000 this fiscal year.

[236] Community Manager's brief, "Human Resources Community (120X)", 30 January 2003.

[237] Ibid. I had personal contact with Mike Dorohovich through the phone and e-mail.

[238] The author routinely logged on to the NHROC web site and saw first hand the change this date.

[239] I received the package myself and took this information from the package.

become culturally ingrained? And, how can community rules support lifetime learning? There is a CNO reading list of relevant magazines and books. How many Officers in the HR community (or the Navy) routinely review this literature? What if the NHROC had a rule requiring Officers to publish? This requirement would create havoc! Because of the culture of suspicion, community members would laugh, cry, and demand details! How often? Annually? What publications? Any reputable periodical, but a professional HR or Navy one like *Proceedings* or *HR Magazine* is preferred. What if an Officer wrote a good article but just can't get it published? The NHROC manager should hold a review board and "publish" the article on the community virtual workplace. What if an HR Officer is not adept at writing? The Officer could work with a co-author; thus enhancing their writing skills. This would benefit over time because senior HR Officers must write effectively. Guidelines, standards and rules could make publishing a manageable and fair idea. It would encourage the exploration in professional subjects, the expression of ideas and continuous learning, and enable the community to keep abreast of the latest HR management information.

A respondent in the survey suggested that "[HR] collaboration with major businesses" like IBM, MCI, and USAA might be a source of ideas and innovation. The Officer suggested that internships with these companies might prove beneficial. Or, perhaps internships with other public organizations like OPM or the new Department of Homeland Security could offer Navy HR a "boost."

The institutional culture the NHROC finds itself in does not value knowledge enough. One senior HR Officer who is an expert in Navy manpower systems provided the following informed opinion: there were only a handful of people who know and understand the overall integrated workings of the various parts of Navy manpower, which involves multiple organizations, policies, and procedures.

Although community leaders state that the goal is that all HR Officers obtain a masters degree, there remains cultural impediments. There is Navy-wide discouragement toward attending fully-funded education programs. Also, there is a NHROC cultural norm which places a particular billet or assignment above educational aspirations.[240]

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[240] Community Manager's brief, "Human Resources Community (120X)", 30 January 2003.

There is a perception that attending NPS—the Navy's in-house premier center of education—will cause irreparable damage to one's career. There are inherent cultural incentives to avoid NPS. Fitness Reports for Officers are "unobserved" and seniors advise those considering NPS that it will put them behind peers in promotions. In the survey question asking about career needs, too few respondents mentioned graduate education, and of those who did, only a handful indicated they sought to attend the Naval Postgraduate School (NPS). Education was secondary to seeking coveted, career enhancing Executive Officer and Commanding Officer billets.

The NHROC must use programs at NPS and at other institutions effectively. In 2002, the NHROC had only 41 Officers with P or Q codes (proven specialists). NPS is a great asset to the community and is vital to professional development. An NPS education provides a wealth of useful professional knowledge and encourages habitual and continuous learning. An NPS education can help retain, reward, and recruit HR Officers just as in other communities. NPS is one place where individual and Navy organizational goals meet.

The culture must change from "ticket punching" for Executive Officer (XO), Commanding Officer (CO), and Major Command slots. One Officer's survey response showed concern over the limited XO opportunities and impending career disaster. Another Officer said, "The XO/CO track may not apply to a manpower 'specialist,' but they may be forced to take the command track." Should this ruin the career of an HR Officer? This Officer career track is not aligned with Navy HR roles and functions! The HR Officer must be prepared to serve as HR advisors to the line leadership. HR Officers must supervise the Navy HR functions and advise all Navy leadership on HR systems. Forcing HR Officers to compete for command is an anachronistic GenURL endeavor. It's important to avoid unrealistic, unnecessary and damaging competition with Navy warriors. HR professionals exist to serve them, not work toward high command. The HR professional should understand better than most the fact that good leadership achievement is not tied to a billet or position. One source of pain is competition for command. This assessment is supported on the survey by one Officer who said

"Restricted line cannot successfully compete and should not be competing with unrestricted line for XO and CO opportunities." Perhaps the NHROC should re-evaluate the necessity of XO, CO and Major Command positions and grow opportunities in senior advisory staff positions throughout the fleet.

Will "ticket punching" trump the move to a culture of learning and knowledge? If the NHROC does not inherently, culturally, and explicitly value learning, then creating a system to share knowledge is pointless! The NHROC should be the Navy's primary HR consultant, especially for strategic HRM. Strategic HRM is big business for private consultants.[241] The Navy should not have to look for "outside" help.

The NHROC must provide real value to the Navy. Dave Ulrich, in his study on HR contributions, relayed that in many cases where client surveys included assessments of HR by line managers and employees, the assessments were lower than HR's self assessments. "They had been judging their services by their own good intentions…" Generally the clients will judge "impact" and "results."[242] The NHROC should focus on results and impact, or, "outcomes" vice "output."

It is important to realize the disparity between the Navy HR Officer and the private sector HR manager. In the Navy, the HR Officer is considered a "restricted line" Officer, whereas in the "civilian world," HR is strictly staff. The distinction may seem an academic or a terminology issue, but it is an essential description. The line Officer is responsible for the primary objectives of any organization – Navy or not. HR Officers are responsible for human resource matters exclusively.[243] Whether the NHROC is "restricted line" or not, it should be recognized for what it is - HRM is a staff function.

The Navy competes with other service branches and government agencies and other public and private organizations for people. Therefore, naval Officers should have an understanding of HR practices in and out of the Navy. Issues like EEO, affirmative action, and laws and regulations like OSHA safety and ergonomics are not just private sector themes. Many apply to the Navy directly, and some indirectly, through

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241 Christopher Mabey, Graeme Salaman, and John Stroey, Human Resource Management: A Strategic Introduction, 2nd Edition , 1.

242 Dave Ulrich, HR Champions, 41.

243 Mondy. 5.

benchmarking and competition for people. All HRCI modules are important for Navy HR professionals to master. It is important for Navy HR professionals to expand their knowledge and experiences in HR.

The challenge to the NHROC is favorable and exciting. There is much to be done. HR strategies and policies must be aligned with the organization. The Navy needs a single HR strategy and the NHROC is not yet capable of helping. Senior Navy leaders have moved ahead with new HR tools with the help of technology. PeopleSoft and DIMHRS (Defense Integrated Military Human Resource System) are important HR forces shaping the future of Navy HR and the NHROC is not involved. The CNP said that it is important to "think out of the box" in HR systems because there is just "too much customization" going into HR software for Navy HR systems.[244]

The CNO's well publicized and easily communicated priorities are based on principles of alignment and manpower. Two of the five are directly tied to manpower and alignment. The NHROC must be effective and communicate effectively in the priorities of senior Navy leaders. There are new and ever-changing ideas and assumptions on Navy appraisal systems. Old and new systems are being looked at for ideas on improving Navy systems. [245] Evaluations are most always under scrutiny.[246] HR processes in the Navy include military, both active and reserve, enlisted and Officer and civilian.

It is important that NHROC Officers not grow frustrated at the pace of change. Some think it is to slow, others too fast. Background planning and research is preparing us for major changes. The old Cold War culture, ideas and norms will give way to the new soon. Straus and Howe predict that a Forth Turning (a dramatic shift in old paradigms) is about the take place.[247] Today, the NHROC abounds in opportunity and

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[244] VADM Hoewing N1, CNP talks with Manpower class at NPS December 2002.

[245] Ibid.

[246] See article that is a late discussion of evaluation systems in 13 Jan 03 issue of *US News and World Report*, "Judgment Day: It's Survival of the Fittest as Companies Tighten the Screws on Employee Performance Reviews," by Kim Clark, 31, 32.

[247] William Strauss and Neil Howe. The Fourth Turning: An American Prophecy. New York: Broadway Books, 1997.

potential. Navy programs and innovative systems make Navy HR a "target rich environment."

B.   TODAY'S NAVY HR

The end of the Cold War draw down in the late 1990's instigated a re-assessment of Navy HR programs. HR management in the Navy is poised for dramatic changes. Until the end of the 1990's, Navy HR was a job, very stable, and bureaucratic. Now it is a profession and undergoing change. Moves to automate and customize are underway. The separate HR controls and management for civilians, contractors and military members will become increasingly more integrated in the years ahead.

We are now in an era some describe as "post-industrial," where technology and information trump mass-produced machines as tools of warfare. In World War II, industrial America fielded relatively low skill personnel and low-tech mechanical hardware. Today, Sailors are more highly skilled operating high-tech machines.[248] The task of human resource professionals is enormous in wooing, developing and keeping capable young people for service in the Navy in many diverse occupational fields. The Navy has many HR occupations including records management, occupational analysis, job analyst, Equal Opportunity representative, recruiter, instructor, and Dean of Students—to name a few.[249] The "war for talent" is raging. The Navy must work aggressively to attract, develop and retain talent.[250]

The Department of Defense recently contracted with PeopleSoft, a company that provides state of the art personnel management software, to create personnel and pay systems for 3.1 million military members.[251] In December 2002, PeopleSoft began work

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[248] See *US News and World Report* article "Waging Postindustrial War," by Michael Barone, in 20 January 2003 issue, 25.

[249] See DD Form 1304-5MC <u>Military Career: A Guide to Military Occupations</u>, September 2001, USMEPCOM North Chicago.

[250] "The War For Talent," by McKinsey & Co. July, 20, 2000. see www.mckinsey.com Today retention is better, but this changes – sometimes very quickly. Just 5 years ago it was a real danger to the fleet. See Rear Admiral John T. Natter, U.S. Naval Reserve, Lieutenant Alan Lopez and Lieutenant Doyle K. Hodges, U.S. Navy, "Listen to the JOs: Why Retention is a Problem," Naval Institute *Proceedings*, October 1998.

[251] see US News and World Report article "A target for tech: Start-Ups Thrive on the Pentagon's New Needs," by Janet Rae-Dupree, in 13 Jan 03, 30. Over 70 federal agencies and 15 states are customers of PeopleSoft. PeopleSoft is versatile. The new Department of Homeland Security will use PeopleSoft

to consolidate the Navy's more than 20 HR systems into its "Human Capital System" which will allow the more than 380,000 Sailors to access their own personnel and career management information online.[252] Vice Admiral Gerry Hoewing, Chief of Naval Personnel, said the PeopleSoft HCS will "give Sailors more accessible and accurate information, which will help them manage their professional development."[253] The PeopleSoft HCM will also provide analytical information in "Workforce Analytics" with skill sets and compensation data summaries to Navy leaders to help with force re-structuring.[254] This system will help integrate and coordinate the Navy with the other military services. For example, all deployments can be tracked involving the Navy, the National Guard unites and reserve forces.[255]

The CNO is leading the Navy in a number of integrated initiatives in transformation called *Sea Power 21*.[256] *Sea Warrior* is a critical support initiative and is most urgent and applicable for the Navy HR professional. The goal of *Sea Warrior* is to "fully realize the potential of our Sailors by strengthening selection, assignment, training and education programs. Its goal is to put the right skills in the right place at the right time."[257] The responsibility for *Sea Warrior* formally belongs to the Chief of Naval Personnel and the Chief of Naval Education and Training, but the NHROC should take on advisory responsibility and contribute heavily. Sea Warrior builds on two, more focused, recent initiatives including Task Force EXCEL and Project SAIL.[258]

The Navy is shaping a new force with the Perform to Serve Program, which enables a Sailor to re-train in a new career field within the Navy. The Total Sailor Career Management in Project SAIL and job/Sailor matching and new technology enhancing HR systems (some of which are 30 years old or more) are changing the personnel landscape

products and services to track foreign students in the United States.

252 PeopleSoft Press Release "U.S. Navy to Streamline HR Operations with PeopleSoft HCM," Pleasanton, California, December 2, 2002. see www.peoplesoft.com

253 Ibid.

254 Ibid.

255Janet Rae-Dupree, "A target for tech," 13 Jan 03, US News and World Report, 30.

256 JOC Walter T. Ham IV, "Sea Power 21: To Shape Future Navy," *All Hands: Magazine of the U.S. Navy*, December 2002, 15.

257 Ibid., 17.

258 Ibid., 17.

and culture. New web-based information technology is being integrated into Navy systems including DIMHRS and INSIPS, which will detail with web-based PeopleSoft programs.[259] In addition, the HR Officer should be aware that *Sea Power 21* and *Sea Warrior* promise training excellence to Navy personnel. Initiatives like Task Force EXCEL are revamping training on a fundamental organizational level. The NHROC must make a difference in these HR initiatives or risk irrelevancy.

One initiative that has potential to radically change HR programs in the Navy is geared toward learning. Task Force EXCEL (Excellence through Commitment to Education and Learning) is an initiative dedicated to revamping Navy Education and Training. Navy leaders decided that the old, less sophisticated Cold War-era training system no longer served Sailors. The dramatic increase in technology, decrease in manpower, and difficulty in recruiting young Sailors from a new generation made the system obsolete.[260] The new program seeks to take advantage of computer technology in training, including the internet and simulations. Admiral Vern Clark, the CNO, insists on Sailors receiving "the best possible training throughout their Navy experience so they can succeed and prosper in their professional and personal lives."[261] The CNO's approach is based on his primary focus on Navy manpower and organizational alignment. His approach is bold and far-reaching strategic HR and its impact on the lives of Sailors and on the Navy.

Task Force EXCEL calls for the establishment of "learning centers" to replace the Naval Education and Training Command (NETC) organizational structure. For example, there will be a naval engineering school in Norfolk, an intelligence school in Dam Neck, and an aviation technical training school in Pensacola. HR-related schools, along with the naval leadership school in Little Creek and the proposed personal development school are included in the plans. The Naval Personnel Development Command in Norfolk will

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[259] VADM Hoewing CNP, N1, talk with Manpower class at NPS November - December 2002.

[260] Harold Kennedy, "Navy's Task Force EXCEL Revamping Sailor's Training," National Defense, November 2002, 38. See also Task Force EXCEL Working Group Guidelines, 30 May 2002.

[261] Ibid.

support the Navy school system.262 This will be the Navy's premier Human Resource Development program for years to come.

Task Force EXCEL is based on a continuum of five areas of personnel development:

- Professional Development
- Personal Development
- Professional Military Education and Leadership Training
- Industry Certification
- Performance Assessment

These areas will be used to baseline, to monitor, and to measure progress on how a Sailor's knowledge, skills, and abilities develop. Sailors are encouraged to gain college credits and civilian certifications to help with their professional development.263 Partnerships with expert schools and institutions will provide world-class certification. For example, a partnership with CISCO Systems has allowed qualified Sailors to participate in CISCO's excellent network training program and receive the CISCO Certified Network Associate, which is recognized world wide.264 Another example is that of 50 mess management (MS) Sailors attending a 12-week course at the American Culinary Institute in 2002—some straight out of "A' School.265 The NHROC should track initiatives like these and become experts in personnel development.

Project SAIL (Sailor Advocacy through Interactive Leadership) is another CNO endorsed program that focuses on helping Sailors in their Navy career planning. Commands and detailers are working together with each Sailor for better, more realistic and informative career advice.266 Project SAIL standardizes the career advice and

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262 Ibid.

263 See "Around the Fleet: Task Force EXCEL Initiative Gears Up to Reach its Goal," *All Hands Magazine*, June 2002, 9.

264 Ibid.

265 Ibid.

266 Journalist Third Class Barbara Silkwood, "Project SAIL Helps Sailors Make the Right Choice," Navy Newsstand, 19 July 2002.

detailing processes that help move Sailors beyond their first tour and into a career.[267]
Project SAIL makes Sailors the central element in detailing.[268] Advertisements are found
regularly in *All Hands Magazine* which explain the major investments and commitments
the Navy is making to retain Sailors.[269] HR Officers should regularly discuss this "team
detailing" initiative.[270]

The Navy HR strategy was developed by the Revolution in Business Affairs,
Recruiting, Retention, Training, and Assignment Working Group.[271] Called the Single
Integrated Human Resource Strategy (SIHRS), the plan is IT intensive, and promises to
integrate the "MPT Life-Cycle" into one "world class" HR IT system.[272] The NHROC
should be aware of changes and developments in IT that impact today's Navy HR. The
Navy Standard Integrated Personnel System (NSIPS), the Electronic Military Personnel
Records System (EMPRS) and the Defense Integrated Military Human Resource System
(DIMHRS) are important systems and HR Officers will be regarded as primary system
managers in the future.[273] There are also plans for a new recruiting IT system the Navy
Recruiting Accessions Management System (NRAMS), and plans to web enable the
Electronic Military Personnel Record System (EMPRS).[274]

On September 27, 2002, the Defense Civilian Personnel Data System (DCPDS)
became fully operational. DCPDS is the world's largest automated HR system serving
more than 800,000 DOD civilians.[275] The system processes all personnel transactions

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267 Ibid.

268 See "Around the Fleet: Project SAIL," All Hands Magazine, May 2002, 9.

269 See example in May and June 2002 issue of All Hands.

270 Ibid.

271 Mr. Michael Higgs, Deputy BUPERS Chief Information Officer, briefing entitled "Information Technology Supporting U.S. Navy Manpower and Personnel" Naval Postgraduate School, 9 September 2002. This is one working group with a job as big as its name!

272 Mr. Michael Higgs, Deputy BUPERS Chief Information Officer, briefing entitled "Information Technology Supporting U.S. Navy Manpower and Personnel," Naval Postgraduate School, 9 September 2002. The old flat files and patchwork of IT legacy systems is out. Longitudinal and logically linked data bases are in.

273 Ibid. NSIPS is an integrated pay and personnel system to connect 95 PSA/PSD units and 278 NRAs with BUPERS/DFAS/CNRF. DIMHRS should become operational in 2006.

274 Mr. Michael Higgs, Deputy BUPERS Chief Information Officer, briefing entitled "Information Technology Supporting U.S. Navy Manpower and Personnel," Naval Postgraduate School, 9 September 2002.

275 www.defenselink.mil/news/Oct2002. *DefenseLink* article "New Human Resources System

and features direct interface with automated payroll systems.[276] This impressive accomplishment should be applauded and then followed up with studies headed by HR Officers. The lessons learned will be valuable.

HR portal technology, introduced in the last chapter, is "the new vehicle by which critical information about people is now captured, edited, stored, retrieved, and shared with others who need that information."[277] The HR portal is supported by a human resource information system (HRIS) that supplies information to a data warehouse. The HRIS is the "primary transaction processor, editor, record-keeper and functional application system" for HR work.[278] The end of the Cold War brought on a major military drawdown with general staff shortages. The rise of the HRIS coincides with the decline in HR clerical personnel. Office technology now allows managers and senior professionals in the Officer and enlisted ranks to perform work once accomplished by junior Yeomen and Personnelmen.[279] Also, the Sailor (customer) demands quick access to HR information at a time when no single office of people has all the knowledge on such diverse subjects as salary, law and career opportunities and advise.[280] Microsoft office software technology and the end of the Cold War, along with an increase in "customer demands" for self-service, constitute the main reasons HRIS is needed for the Navy.

The NHROC should be involved with projects like "An Agent-Based Electronic Military Labor Market," which is supported by two NPS professors interested in automating the detailing process.[281] The feasibility of creating a web-based personnel assignments market to match enlisted Sailors with available billets is based, in part, on principles of computer science and economics. The goal is optimum morale and readiness. The concept of the "Personnel Mall" promises to effectively assign

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Deployed."

276 Ibid.

277 Alfred Walker, ed., <u>Web-Based Human Resources</u>, xiii.

278 Ibid., 8, 9.

279 Ibid., xxiv.

280 Ibid., xix. A very similar scenario is apparent in much of the civilian sector as well.

281 William R. Gates and Mark E. Nissen, "An Empirical Investigation of e-Employment Market Designs," DRAFT, Graduate School of Business and Public Policy, Naval Postgraduate School, Monterey,

individuals for the best possible outcome benefiting the individual and the Navy. This cyber-detailing market may become more necessary as "skill-set structures" for Navy personnel becomes more complex, fluid, and specialized. This flux in jobs and skills may lead to increased customization in assignments.[282] Super JASS (job assignment system), an initiative born out of Project SAIL, is considered "just one step on the path to a web-based marketplace for Navy jobs and use of intelligent software agents by both Sailors and commands to display optimal matches for future assignments.[283] These initiatives in work assignments may transform the detailing process (a critical HR process). Shouldn't HR Officers be involved in discussions and share information and ideas regarding these concepts? Non-HR Officers are largely doing this work! This subject is absolutely central to Navy HR.

Today's Navy HR is complex and quickly changing. The sheer volume of HR initiatives and interest is staggering. Everything from reducing "gapped" billets at sea to building Knowledge, Skills, and Abilities (KSA) profiles for Sailors—a HR Officer's job is vast and filled with opportunity. Other efforts, initiatives and studies should be examined.. Navy Total Force Recruiting ideas need assessment and Navy leaders need solid advice from HR experts. The NHROC must be ready to provide timely accurate and solid advice to Navy leaders. New HR roles may emerge, such as an overall HR information manager to coordinate the subject matter experts in standardizing Navy HR and portal communications specialists to assist in building and maintaining the HR portal and web-sites.[284] To meet the challenge of staying abreast of the many HR "targets of opportunity," the NHROC needs to develop a new culture focused on becoming a Community of Practice using virtual community tools.   There is already a Navy community heavily involved in adopting these changes. The NHROC can benefit by contributing to the changes and analyzing lessons learned.

October 2002.

[282] See Dr. Bernard Ulozas paper, "Virtual Distributed Detailing," SPAWAR, 2001.

[283] "Project SAIL Update: Super Jass," from NPS Internal Wire Service by E-Mail,, NPS Public Affairs Office, 16 May 2002.

[284] Ibid., xxvii.

C. BUILDING AND OPERATING VIRTUAL COMMUNITIES IN THE NAVY: THE IP LESSONS LEARNED

Various Navy Officer communities are attempting to establish virtual communities on the Internet. Perhaps no better study can be found than that of the HR "sister community." The Information Professional (IP) Community consists of Navy IT experts who specialize in communications, computer architectures, and information and knowledge.[285] If any Navy Officer community can set up and operate a virtual community the IPs can! The IP and HR communities also have roughly the same population.[286]

The story of the IP virtual community began when IP Officers (early adopters) started a discussion on yahoo.com. The IP Yahoo newsgroup became popular to about 80 participants before senior IP Officers found out and raised security concerns.[287] Here was a group of Officers out of control! In an attempt to bring the IP renegade faction back into their cognizance, and recognizing the value of this virtual network of Officers, IP leaders decided to fund a project for the junior Officers and allowed them to build a virtual meeting place for themselves.

In early 2001, IP community leaders, in conjunction with faculty and students at the Naval Postgraduate School (NPS), researchers at the Space and Naval Warfare Systems Command (SPAWAR), and a contractor, joined efforts to "create an IP Community Virtual Workplace (IPCVW) that provides the framework for informal and formal networking across the community."[288] Commander Sue Higgins, IP community representative, Dr. Bernard Ulozas, researcher at SPAWAR, and Ms. Toni Emerson, technical consultant, exchanged ideas about creating a virtual workplace for the IP community in February and March 2001.[289] Emerson believed the IPCVW project had

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[285] This is in addition to command and control and space specialties. CDR Sue Higgins, "Growing the Navy's Information Professionals," *NPS Journal*, Winter 2002, 12.

[286] About 350 members in the fall of 2002 in interview with CDR Sue Higgins, director of the IP Center of Excellence, December 2002.

[287] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 12.

[288] Ibid., 14.

[289] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 2.

"elements of Communities of Practice, Collaborative Knowledge Networks, and Virtual Team Management."[290]

After the initial prototype of the IPCVW was complete, the group felt that there was a deficiency in user research and task analysis.[291] There were no official or formal interviews, observations or surveys from which to assist developers in design. Emerson noted that information on user needs, preferences, abilities and understanding was lacking.[292] Emerson favored interviews and observation of IPs at work, culminating in the drafting of work "scenarios" to indicate needs and abilities and provide a vision of enhanced learning or knowledge management of IPs operating in the IPCVW[293]   "It is my opinion that the IP community does not know its potential," said Emerson.[294]

But the IPCVW would not wait. There were time pressures and disagreements over design features.[295] The IPs ran out of funding, which complicated efforts. The site would go online and be used to survey IPs and discover their needs and abilities and desires. Emerson warned, "This might work for a short time, but long term it would affect the community adversely."[296] She noted IPs should be trained on how to use the tools and operate in a virtual workplace.[297]

In the rush to field the site, no standard operating procedures were developed, discussion of tools and how they were to be used became minimal, relationship building with vendors was not discussed, and there was no planning for testing and quality assurance.[298]

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[290] Ibid., 2. This was collaborated with IP interviews in December 2002.

[291] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 4.

[292] Ibid., 5.

[293] Ibid., 5 In a phone conversation in December 2002, Toni Emerson restated the importance of observing the community member in their work environment, creating scenarios and then designing tools to help.

[294] Ibid., 6.

[295] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 9.

[296] Ibid.

[297] Ibid.

[298] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 9.

Regarding content, the initial IP vision was rudimentary. "When I heard that billet information was the most prevalent request of the IP community, I was concerned," said Emerson. "My concern grew when I realized that billet information was being given priority," she continued, insisting that IPs place priority on examining new challenging trends, not on information readily accessed elsewhere.[299]

Certain tools were planned for the IPCVW, including the construction of a "member profile database," chat, and bulletin board. The goal was to "gel the community," and enable members to learn from each other in a "learning culture."[300]

In June 2002, the site was up and by mid-August the IPCVW was online.[301] The result is that IPs now have "a dynamic vehicle for IPs to participate in the development of their organization—the community of IPs."[302] The IPCVW is praised as a great place to review lessons learned in the IP field of experiences.[303] The IPCVW has the following features:

- Online discussions
- Chat sessions with community members
- View IP news archive
- A help-desk for IP problems and issues
- Access to Navy E-Learning
- Access to research in IP field.

The IPCVW is built with the Task Force Web and Navy Enterprise Portal standards and guidelines in mind to allow for "seamless connectivity" through the Navy IT 21/NMCI networks.[304]

The most promising aspect of the IPCVW is the "threaded discussions" addressing "very work related problems." One member was "flooded with advice" on an

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[299] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 8.

[300] Interview with CDR Sue Higgins, Director, IP Center of Excellence, December 2002.

[301] Ibid.

[302] Ibid.

[303] Ibid.

[304] Ibid.

IP issue, showing the power of the medium. However, the IPs have yet to make wide use of this feature.[305]

Not surprisingly, the "early adopters" were found to be junior Officers up to lieutenant commander. The number of commanders and captains participating in the virtual workplace was very small and disappointing.[306] Without senior Officer buy-in, the IPCVW success will be delayed.

Another problem is the lack of daily refreshment of content. Information gets outdated quickly. And if the content is not updated, even if the categories are good, members will not re-visit the site. The virtual workplace needs constant attention to attract users and foster the collaborative environment.[307] "Content strategy" was deficient in part because an analysis of IP needs and desires was not conducted. Scenarios could have helped.[308]

The IPs found that the IPCVW raised fundamental issues about their culture. Establishing rules can be important. How violently can you disagree—especially among juniors/seniors? Will someone be offended by "shouting" in all caps? People are unsure of what's expected of them while relating to each other in the virtual community. New rules or norms need to be applied. The old hierarchy is at risk. As part of the military, IPs are familiar with highly structured junior/senior relationships. The IPCVW shares structural characteristics shown in other virtual community organizations, the organization is more flat than hierarchal. The danger in leaving the issue unresolved is that people concerned with the issue will be inadvertently excluded and will decline to be involved at all. Military "netiquette" should be developed. [309]There should be built-in respect for seniors in the virtual community environment. The lesson here is that establishing junior/senior protocols may help smooth transition into a virtual community.

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[305] Ibid.

[306] Even with the encouragement of the flag sponsor, few followed through. Interview with CDR Sue Higgins in December 2002.

[307] Informal interviews with IPs in December 2002

[308] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 7.

[309] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 11.

Toni Emerson's report highlighted virtual community culture and the need for designated roles including "creator (content managers), champions (technology adopters) and new users."[310] Cultural issues are now very important to expanding the IP virtual community and strong leaders and roles are now critical. IP Officers at NPS are the primary champions and they continue to push ahead with their IPCVW initiative.

As the NHROC moves toward developing a CoP with virtual community tools, a healthy skepticism is required. The stock market bust, brought on by devaluation in the tech stocks, is a lesson in the need to focus on true value. Innovation is a good word because it distinguishes the truly new from something that is old but newly introduced. Real newness is much rarer than commonly believed. Ancient literature suggests this – "Is there anything of which one can say, 'Look! This is something new?' It was here already, long ago. . ."[311] Be skeptical of the "new." Chances are there is a history of a previous innovation's success and failure. The NHROC should follow the IPCVW developments closely. The pioneers involved have done, and will no doubt continue to do marvelous things, and make some mistakes.

Chapter Summary

The data from the NHROC survey shows a lack of cohesion, direction, and trust among HR community members. The community must change from a culture of suspicion to one of learning. The Navy is undergoing dramatic changes in HR functional areas with trends toward re-alignment in personnel development and information technology. The Information Professional Community is pioneering a virtual community resulting in recent lessons learned. The main issue is that a cultural change is required to set the community in a new direction.

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[310] Ibid.

[311] Ecclesiastes 1:10

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IV. HR COMMUNITY DESIGN IDEAS: WHAT COULD BE…

A. THE NHROC VIRTUAL COMMUNITY WORKPLACE: NEED AND VISSION

With an understanding of the background, development and current issues of the NHROC, the HR profession, Navy HR, virtual communities, Communities of Practice, and an example of a recent attempt at creating a virtual workplace in a Navy Officer community, we now combine the discussions and envision an integrated future.

The Navy needs HR professional expertise to help transform its HR system— to one that is more flexible, integrated, and agile toward change. To accomplish this, a Navy-NHROC strategic partnership is necessary In addition to contributing to HR transformation, NHROC members need to measure and communicate their contribution. In order to foster a culture of learning, it is important that the NHROC to develop a virtual community workplace with online collaborative tools. This virtual workplace would be an environment wherein NHROC members could develop CoP characteristics for collaborative learning.

In a sense, the NHROC is a "virtual" community already.   It identifies members categorically, not necessarily by function, but by profession. The community provides models of career progression and reward structure. It sets an orderly pattern for Officer promotions.   (Promotion framework, or "zones," and career path information are examples of models of career progression.) The NHROC is not identified by supervisor-subordinate work relationships.   A Senior Officer's authority and respect is not threatened. Mentors share advice in the community virtually—by telephone and e-mail. Only the lack of tools would hinder feedback. The community already has an evolving, helpful web-site. It is uniquely suited as a para-Navy organization and by nature a CoP. If a professional HR CoP is to be created and grow and benefit the Navy, it would start with the NHROC.

What is the vision of the NHROC? How should it grow? Here are characteristics of the future NHROC. Mistakes are admitted openly and freely. It's a great place for experimentation in technology changes as well as cultural changes. HR Officers become

experts, through their own experience in the NHROC, in how technology and cultural changes affect work in the Navy. As experts in the fields of human resource management and development, the NHROC becomes a lab and model of the new Navy community of professionals. The NHROC applies HR principles to itself first in order to avoid the common trap referred to by HR expert Dave Ulrich as: "Too often, human resource professionals ... fail to apply HR principles to themselves."[312] The NHROC acts to "build strategic intent" for HR and create an effective Navy HR organization.[313] The NHROC regularly engages in collaborative knowledge sharing with tools available in a virtual community workplace.

Every Officer in the NHROC has an individual learning plan that could be enhanced and supported by the virtual community workplace, coordinating dates, funds, and resources. In the virtual workplace every Officer can contribute his or her strengths to the whole NHROC. Some for example, regarded as "sea lawyers" in person, contribute valuable and timely knowledge in HR legal matters.

Research in Navy HR by Navy HR Officers will not be based on a *Google* search. Information on *Sea Warrior* and *Project SAIL* will be readily accessible and regularly discussed in the NHROC. The NHROC could be tested on their knowledge of these initiatives routinely – and give sound advice to awed senior line Officers. Officers in HR are held responsible for their knowledge or lack thereof. But the virtual community assists Officers so that there is, to paraphrase President Bush's campaign slogan, "no NHROC member left behind!"

The NHROC will be a sub-culture with its own language, rules, incentives and organizational structure. This new sub-culture complements the larger Navy culture. The NHROC sub-culture of learning will be more vibrant and exciting than even the aviator communities of the past. The historic, traditional Officer community sub-cultures based on weapons systems or platforms like the F-14 Tomcat, with their famous call-signs and fighter pilot terms, will be outdone in the new knowledge society by the NHROC. The Navy will encourage and benefit from the creation of similar sub-cultures.

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[312] Ulrich, Human Resource Champions, 189.

[313] Ibid., 189.

The NHROC virtual workplace is ideal for brainstorming. When Navy leaders and Sailors need fresh ideas in HR, when a specific HR challenge must be met, or even when a perceived non-HR problem is identified for an innovative solution which includes HR, NHROC members will be able to conduct brainstorming sessions with as many experts as possible in a brief period of time. Brainstorming with a diverse group is very powerful. True brainstorming activity will take place with "the deferment-of-judgment principle" strictly observed. No criticism is allowed. Out-of-the-box thinking is nurtured.[314]

The NHROC web-site is designed to draw members in, and acts as, a "front porch" or "water cooler" (civilian for scuttlebutt) area to share ideas and collaborate and learn. Officers of the NHROC are enabled to share experiences, information and knowledge (and ideally a little wisdom). The web-site is for all members of the NHROC. The virtual community workplace is the key to helping the NHROC stay ahead of the unfolding news and developments in the Navy HR. The community will receive daily applicable Navy and professional news updates. It is the tool kit of choice for the Navy HR Officer.

The NHROC will provide real value to the Navy. Dave Ulrich, in his study of HR contributions relayed that, in many cases where client surveys included assessments of HR by line managers and employees, their assessments were lower than HR's self assessments. "They had been judging their services by their own good intentions…" Generally the clients will judge "impact" and "results."[315] Misjudging impact will not happen to Navy HR because the NHROC will focus on results and impact or "outcomes"

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[314] Stan Holden, "Try Brainstorming!," *The Toastmaster*, Mission Viejo California: Toastmasters International, February 2003, 29,30. Holden provides eight points about good brainstorming sessions:

    1.   State your topic (just one per session) clearly and simply

    2.   Invite five to 10 participants

    3.   One member of the panel should serve as the leader

    4.   Begin the session at the scheduled time

    5.   Welcome wildness

    6.   Invite "hitch-hikers"

    7.   The leaders (backed up by other participants) should prohibit criticism of any idea

    8.   Thank the participants

[315] Dave Ulrich, HR Champions, 41.

vice "output." The NHROC will engage in ongoing accurate surveying for role-assessment and rate the quality of each of the Navy's HR activities.[316] The NHROC will be part of the process of strategic management of Navy HR.

In planning for the future, the NHROC will work together to build respect for the community. All members will monitor how Navy HR is viewed and what is valued by Navy members. They will prioritize key issues raised, and decide on action plans and implementation ideas.[317] Senior Navy line Officers will use this knowledge to make changes and run the Navy more efficiently and effectively. Respect for the NHROC will grow because of the knowledge and service it provides. NHROC knowledge and service will depend on every community member's contribution and the technology used.

In sum, if . . .

> the NHROC needs better cohesion,
>
> the "knowledge society" is becoming a reality,
>
> it is difficult to maintain a grasp on the many changes and initiatives in today's Navy HR,
>
> the Navy is to win a "war for talent,"
>
> the Navy needs a place to manage HR knowledge,
>
> the NHROC wants to impact the Navy on a strategic level,
>
> HR Officers need more learning opportunities and the community is to develop a culture of learning, and
>
> the Navy is to capitalize on the strengths of individual HR Officers beyond their assignments,

. . . then the NHROC must become a virtual community with a virtual workplace.

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[316] Ulrich, Human Resource Champions, 49.

[317] Mary York, "What to Do When HR Gets No Respect," Rewriting the rules of Human Resources, The Conference Board, Inc., 1995, 27. York identifies a Seven-Step Reengineering Process that is helpful:
1. Identify strategic processes
2. Map and measure the exiting process
3. Act on easy, big-impact opportunities
4. Benchmark for best practices to develop innovative alternatives
5. Adapt breakthrough approaches to fit the organization
6. Pilot and test the recommended process re-design
7. Implement new processes and continuously improve

The following series of scenarios are offered to help HR Officers envision benefiting from and operating in a virtual community. These are just a sample of what a virtual NHROC could be. Before much effort is spent in designing a virtual community, more scenarios should be drafted. Scenarios are important design aids and useful for determining resource requirements. These scenarios include "user profiles" or stories about intended "audience" participation in the virtual community workplace, which show how the site fits into their lives.[318] We must, in the words of a popular author in leadership and management, "begin with the end in mind."[319]

B.   SCENARIO OF THE SENIOR NHROC OFFICER

A senior HR Officer needs to communicate with the community about a big short-fused project. The senior is looking for help and ideas, and may want to conduct a quick survey to help with an urgent policy decision, or provide general community guidance and keep the community informed on trends or thoughts of senior Navy line leadership. The senior HR Officer was asked about retention incentives the Navy plans to give nuclear trained submarine Officers and what the market for nuclear trained Officers is like in civilian life.[320]

The Chief of Naval Operations (CNO) is concerned about growing problems of retention of nuclear trained Officers. Job opportunities are growing in the private business sector and these Officers are not remaining on active duty after their obligated service is finished. Exit interviews indicate these Officers have started families and want a more stable home life without the disruption of long deployments. In addition, recent contracts to build and operate new nuclear power stations in Oakland, California and Auckland, New Zealand have provided a more lucrative alternative to Navy nuclear pay.

The CNO contacts his top human resource expert, an NHROC Rear Admiral (upper half) and explains his concern. The HR admiral is already aware of the problem because earlier in the year he read a discussion at the virtual workplace between a HR Officer in recruiting and a HR Officer at the nuclear power school. Their messages

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[318] Derek M. Powazek, <u>Design for Community</u>, 14-15.

[319] Stephen R. Covey, <u>Principled Centered Leadership</u>, New York: Simon & Schuster, 1990, 42.

[320] Powazek p 14, 15.

indicated students were talking about the news of the new power plants and were impressed by the incentives. In the intervening months he contacted fellow admirals in the surface and submarine communities and relayed the potential loss of Officers. The HR admiral used the virtual workplace to hold two separate chats on incentives for nuclear trained Officers. The chat sessions were informative with over 25 HR Officers participating—each with their own experience and knowledge focused on the problem.

Now the HR admiral logs on to the NHROC virtual workplace and posts a request for expert participants in a brainstorming session the next day on how to retain nuclear trained Officers. The admiral calls two Officers; an HR captain in Hawaii, an old friend who he knew was an expert in nuclear Officer training programs, and the HR lieutenant on staff, who was familiar with brainstorming techniques and could lead the on-line session. The admiral asked both Officers to participate in the brainstorming session the next day and think of two or three other Officers to call and ask to participate. The next day at the appointed time, the 14 HR Officers (a few experts in retention saw the posting and had a free schedule for 40 minutes) begin a chat brainstorming session on the specific issue of retaining nuclear trained Officers. Another ten Officers observed the brainstorming session on the virtual workplace while they performed other duties. Some of the discussion was "far-out" with ideas of allowing nuclear trained Officers to telecommute to submarines from their homes. But no one critiqued the ideas. A couple of the HR Officers who where just watching the discussion had ideas to contribute and jumped in half way into the session which fueled a new flurry of ideas. After the allotted time (40 minutes) the HR lieutenant thanked the participants and cleaned up the transcript for the admiral's review.[321]

C. JUNIOR SCENARIOS

In another instance a cruiser ship captain sends an e-mail message to his Fleet HR Officer representative at BUPERS (a HR lieutenant commander) explaining a problem with a young Sailor. The captain explains that the Sailor is sincere in his effort, but is just not fulfilling the job requirement. He is not lazy or misbehaving. The captain thinks the Sailor may be a "bad fit" for the job. The captain says the Sailor wants to succeed

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[321] Stan Holden, "Try Brainstorming!" *The Toastmaster*, February 2003, 29, 30.

and so he does not want to punish him with a poor evaluation, but he needs someone to do the job. The HR Officer gets the message at the Navy Personnel Command and immediately checks the virtual workplace for the latest assessment information for talents and strengths. The HR Officer contacts the Sailor and administers the assessment inventories on personality style and strengths and develops a complete profile of the Sailor over the web. With this information, the HR Officer is able to advise the Sailor and the captain of career management on ideas for placement and personnel development and works with them to get a more optimal "job fit."

An HR junior Officer will use the virtual workplace site to get an early (or late) turnover for their new training Officer assignment. The HR Officer decided to take on the training Officer duties because it was a new challenging assignment. She knows it is challenging because she has reviewed past advice from the three previous training Officers who filed turnover reports on the virtual workplace. She accessed the previous Officers' assignment dates and duties lists and discovered the major projects they were involved in. She realized that one ongoing project was similar to one she had enjoyed working on and was successful with in the past. With the powerful virtual workplace, the junior Officer knows also that two of the Officers were recently promoted—telling her this job is not a dead end.

When she asked for the training assignment it was easy. After looking at the list of "hot jobs" and "hard fill jobs" she decided to chose the training job (found under hot jobs) that rewarded promotion points (although fewer points than "hard to fill") over the regular jobs lists. Another comforting aspect of her choice was that there was a plethora of information (gouge) on Training and HRD on the virtual workplace. The newest organizational training requirements, which had only recently changed, were easily accessible. There was information regarding new diversity training techniques that were proving successful and exciting. The junior Officer gained still more confidence when she learned that a step by step guide on how to conduct a formal Training Needs Analysis

was available. This was placed under the training planning tools section of the HR training function heading on the virtual workplace home page.[322]

Chapter Summary

In order to achieve its greatest potential and become a culture of learning, the NHROC must use virtual community tools. All members of the community must be included—from the most junior to senior Officers. Scenarios are visionary stories that focus attention on possibilities to aid effective virtual community planning. Creating scenarios help bridge the gap between the social vision and the technical design and enabling tools.

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[322] For information on the Training Needs Assessment and analysis see Paul M. Muchinsky, Psychology Applied to Work, 175. the SHRM web-site at www.shrm.org is also a good source of information

V.   IMPLEMENTATION CONSIDERATIONS AND RESOURCE REQUIREMENTS

A.   FEATURES: WHEN AND WHAT TO CONSIDER

The NHROC virtual community will be comprised of four elements including people, shared purpose, policies, and computer tools.[323] After discussing the people and purpose in the first four chapters, we now turn briefly to consider virtual community policies and tools. The community is not a thing or being, but a process.[324] The community manufactures knowledge and innovation. The technology used, the software and computer systems, is all that is designed.[325] Introducing the virtual community and CoP concepts to the NHROC and building a viable virtual workplace and CoP culture will take time. There is no short cut or expedient way to get the right design, tools, rules, processes and resources.

No implementation of new ideas should begin without a review of Professor Everett M. Rogers' study of the "diffusion of innovations."[326] Roger's ideas are not only applicable to this study now, but will become increasingly important if the NHROC virtual workplace is built and the community takes on CoP attributes. Rogers defines diffusion as "the process by which an innovation is communicated through certain channels over time among the members of a social system."[327] Diffusion is, says Rogers, "a special type of communication, in which the messages are about a new idea."[328]

This definition consists of four elements that will be briefly expounded on: (1) an innovation, (2) which is communicated through certain channels, (3) over time, and (4) among the members of a social system.[329] Rogers defines an innovation as, "an idea,

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[323] Adapted from Preece, Online Communities, 10.

[324] Preece, Online Communities, 26

[325] Ibid.

[326] Everett M. Rogers, Diffusion of Innovations, 4th ed., New York: The Free Press, 1995. Rogers is perhaps the best known expert in the subject, having studied widely varied innovations for years.

[327] Ibid., 5.

[328] Ibid., 6.

[329] Ibid., 35.

practice, or object that is perceived as new by an individual or other unit of adoption."[330] The introduction of the virtual workplace and CoP concepts will be new to NHROC members (although the ideas and practices are not new elsewhere). Positive innovations can increase effectiveness and efficiency—dramatically.[331] Increasing the NHROC's ability to innovate is the main theme and reason for building a virtual community workplace.

Communication, the next element in the diffusion of innovation, is a process in which "participants create and share information with one another in order to reach a mutual understanding."[332] Communication is by definition a two-way "process of convergence."[333] To demonstrate any value, the NHROC virtual workplace must provide two-way communication tools. Rogers says the best communication occurs among "homophilous" people, or people "similar in certain attributes, such as beliefs, education, social status, and the like."[334] The NHROC can claim this as an advantage and capitalize on its high degree of "homophily."

The third and fourth elements suggest a time variable to the diffusion of innovation among individuals in a social system. To describe this, Rogers uses an S-shaped curve to depict a "rate of adoption" that is evident in most innovations.[335] After an innovation is introduced, a few individuals called "early adopters," will accept the innovation and find an early use for it. As the early adopters accept the new idea, practice or object, the acceptance rate will increase until it tapers with the "later adopters."[336] In describing the speed of adoption, Rogers says, "innovations that are perceived by individuals as having greater relative advantage, compatibility, trialability, observability, and less complexity, will be adopted more rapidly than other innovations."[337] Relative advantage means being better than what is current, e.g., a

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[330] Ibid., 11.

[331] Ibid., 410-418.

[332] Ibid., 6.

[333] Ibid.

[334] Ibid.

[335] Ibid., 11, 23.

[336] Ibid., 11, 23.

[337] Ibid., 16.

continuously improved web site, improved methods for exchanging written communication—e-mail versus the U.S. postal system, etc.[338] Compatibility deals with whether the innovation is in harmony with values and beliefs, previous ideas and technology, or needs.[339] Trialability is the degree to which an innovation can be experimented with; a capability measure especially crucial to early adopters.[340] Observability is an innovation's aptitude at visibility; the degree to which the results can be seen.[341] And certainly simpler innovations are adopted faster. Complexity in an innovation, or a higher degree of perceived difficulty in understanding and using it, affects its adoption rate negatively.[342]

While depicting individuals in a social system in the diffusion of innovation, Rogers uses a bell curve to indicate the small numbers of "innovators," followed by a larger group of "early adopters," who are in turn followed by a still larger group of "early majority" individuals that bring the bell curve to a peak. The second half of the curve is divided between "late majority" adopters and finally "laggards."[343] In this way individuals are classified along an "inventiveness" spectrum, which Rogers says, is the degree to which an individual (or other unit of adoption) is relatively earlier in adopting new ideas than others.[344] Rogers describes innovators as risk takers and venturesome, early adopters as "role models in a social system" who provide the "greatest degree of opinion leadership." The early adopter is the "individual to check with" for advice on innovations. Individuals of the early majority are deliberate; the late majority skeptical, succumbing to peer pressure in many instances. Finally, Rogers dubs laggards "traditional."

In working toward gaining acceptance for an innovation, Rogers offers two significant points that are helpful here. The first is that those in authority have major influence. "Generally, the fastest rate of adoption of innovations result from authority

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[338] Ibid., 222.

[339] Ibid., 238.

[340] Ibid., 16, 240-244.

[341] Ibid.

[342] Ibid.

[343] Ibid., 22, 263-266.

[344] Ibid.

decisions," says Rogers. Authority here means those "few who possess power, status, or technical expertise."[345]   Leadership counts!   The second point regarding positive influence toward accepting innovations is that most of the work is done up-front. Because "most individuals do not adopt an innovation until after learning of their peer's successful experiences," says Rogers, there needs to be a strategy for getting to "critical mass."[346]   Rogers says, "critical mass occurs at the point at which enough individuals have adopted an innovation, so that the innovation's further rate of adoption becomes self-sustaining."[347]   Thus, most of the effort in gaining acceptance for an innovation is in the beginning, where the "cost of adopting the innovation outweighs its perceived benefits."[348]

The virtual workplace is an innovation for the NHROC. Getting the community to accept the virtual workplace requires sound strategy, which should include the following, based on Rogers' ideas:

Senior HR Officers should . . . .

- find amongst themselves some to become "early adopters." Once the majority of these Officers have adopted the virtual workplace and experienced its benefits, the reward system and encouragement will follow.

- build the perception that the virtual workplace is inevitable, very helpful, and is gaining in popularity in the community.

- focus acceptance efforts on a small sub-set of HR Officers who would likely accept as a group. For example, only HR Officers involved in recruiting would be asked to participate and comment on the virtual workplace. These can be contacted and followed up with by senior HR Officers periodically.

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[345] Ibid., 29.

[346] Ibid., 321, 326.

[347] Ibid., 313.

[348] Ibid., 321.

- develop incentives for early adoption of the virtual workplace. Incentives may be anything from acknowledging the names of contributors to encouraging the use of the site by requiring research publication in Navy HR.[349]

It is tragic that good innovations are neglected in favor of old, less effective and efficient ideas, practices, or objects. Remember the "nondiffusion" of the Dvorak keyboard. Its much simpler and faster design features were an improvement over the clumsy QWERTY model, which was designed in 1873 to slow the typist in order to avoid jamming the mechanical arms.[350] If the NHROC carefully considers the impact of innovations like the virtual workplace technology, and prepares and implements a strategy of acceptance, the NHROC virtual workplace will be successful.

1. Technical Design Considerations

The NHROC virtual workplace will need a "splash page" or a page that is attractive with longevity.[351] The beginning page must have character and meaning, and be welcoming and inspiring, drawing the user in and inviting return.[352] The community virtual workplace will need a title that captures the essence of what the community is about. One proposed title is, "Navy HR Officer Professional Knowledge Network."[353] A mission statement or a brief statement on the reason for the online presence should be on the home page. For example, "This Web site is for members of the NHROC. We depend on each other for sharing Navy HR ideas and experiences in order to promote the value of Navy HR throughout the Navy."[354]

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[349] Ibid., 326. A requirement for publishing an article in HR can not only encourage the use of the virtual workplace, but also build teamwork and collaborative learning through articles with multiple authors and help populate the virtual workplace with applicable, relevant and timely knowledge of Navy HR.

[350] Ibid., 9.

[351] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report," IPVW Workshop: 3/11 to 3/15, 2001, 6.

[352] Ibid., 7.

[353] The title may evolve. Preece, Online Communities, 34.

[354] Hanson, Ardis and Bruce Lubotsky Levin, Building A Virtual Library, Hershey, PA: Information Science Publishing, 2003, 122. This quote is adopted from the mission statement on the home page of www.CompanyCommand.com. See also Preece, Online Communities, 270. Preece, Online Communities, 34.

With the help of the scenarios developed in the last chapter (and more scenarios drafted by others), a content strategy can be drafted.[355] Content is "that which the user experiences before he communicates with other users."[356] Content is first to draw users into the web site. Content provides the atmosphere; it should be inclusive and personal. Content must be unique. Navy HR content is special, and would only be found in the NHROC virtual workplace. HR Officers are recognized for their successes in projects. There should be an "about us" area that personalizes the site with biographies of leaders and contributors. Stories and articles about the community and Navy HR would be updated and interesting.[357] Personal stories about HR experiences and HR passions "are the glue that holds any community together, online or off."[358] Content gives the feel of being a special home to NHROC members. Content is important, it sets the tone for the entire virtual community experience.[359]

Content identity and scope must be defined.[360] Access to a billet list is not priority. What is important for content is information on new HR trends and HR developments in the Navy and DOD.[361] If content is "static and redundant," the HR Officers will not treat it as a home page.[362] As many community members as possible should be enlisted to help build and maintain good Navy HR content. For example, in an evaluations/fitness report space, examples of old evaluations and fitness reports with summaries of changes will provide a HR Officer an immediate understanding of context in the Navy's personnel evaluations program. When the system changes, new content, with a summary of changes including reasons why is necessary. Content for understanding context can be applied to many Navy HR programs from various pay and incentives, to updates in diversity training, to changes in laws that may impact Navy HR.

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[355] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report," IPVW Workshop: 3/11 to 3/15, 2001, 7.

[356] Derek M. Powazek, Design for Community, 18.

[357] Ibid., 25-27.

[358] Ibid., 6, 24-25.

[359] Ibid. 25.

[360] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 124.

[361] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 8.

Easy access matters. Good usability provides benefits of creativity and productivity, and gives the web site "stickiness"—keeping people interested and involved.[363]

Features added should complement the tasks of the "persona" or average HR Officer.[364] Scenarios and "user profiles" can help designers build virtual community tools and features with the "audience" in mind.[365] As the NHROC considers the tools to include or employ in the virtual workplace, two theories are helpful. Social presence theory suggests communication tools can be judged by how well the media imparts a sense of real or old-fashioned face-to-face presence. Media richness theory presents the idea that the best communication media has immediate feedback capabilities.[366] The following are features that may help:

a.   *Chat*

The chat feature may be the most beneficial to the NHROC. Chat is a synchronous text system that allows people to communicate in real time.[367] Responses are normally quick and short, and scroll off of the top of the screen as new conversation emerges.[368] Chat is great for brainstorming, and can help bring out the contributions of people who would otherwise shy away.[369] It can be used for informal chit chat as well as more formal discussions with Navy and HR leaders. The Community Manager can initiate a topical chat or online discussion at pre-arranged times throughout the year—with global reach. Every year on its birthday the NHROC can meet for an online chat to discuss progress and goals. Members may find conversation entertaining and interesting enough to leave an extra window open on the screen and jump in at various times.[370] There should be a link to SHRM Chat. With chat, members of the NHROC will

362 Ibid.

363 Preece, Online Communities, 17, 133.

364 Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 124.

365 Derek M. Powazek, Design for Community, 5.

366 Preece, Online Communities, 150-151.

367 Derek M. Powazek, Design for Community, 12, 13.

368 Preece, Online Communities, 243-245.

369 Howard Rheingold, Virtual Community, 177, 192. Preece, Online Communities, 62.

370 Howard Rheingold, Virtual Community, 177.

exchange information and discuss ideas. Informal chat can lead to building more formal content.[371]

b.   *Library*

As mentioned earlier, libraries are working toward virtual designs and capabilities.[372] Like the IP Community in the virtual workplace, the NHROC should capitalize on the capabilities developed by libraries. Let the experts perform the research and development in this area. The NHROC should monitor developments and be ready to incorporate new virtual library technology into its virtual workplace.

c.   *Bulletin Board*

The Bulletin Board feature can support many comments from members. Whether displayed chronologically or by topic, this system supports a wealth of information.[373] With this feature the NHROC members can publish HR literature, provide feedback on their experiences at an HR conference like an eyewitness reporter, advocate a new idea, and organize meetings.[374] This system is popular with students and teachers and has obvious NHROC uses.

d.   *FAQ*

A Frequently Asked Questions section can offer excellent knowledge sharing. The NHROC web site has this already. New members and users can use FAQ to catch up on and learn about the basics without disrupting or slowing other conversations.   Rheingold suggested naming FAQ the "Online Primer for the Newcomer."[375] What jobs are out there? What are the responsibilities of an HR Officer? The NHROC should continue to build FAQ.[376]

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[371] Preece, Online Communities, 110, 114.

[372] see chapter 2 part C. Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 8.

[373] Preece, Online Communities, 257.

[374] Howard Rheingold, Virtual Community, 131.

[375] Ibid., 127.

[376] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report," IPVW Workshop: 3/11 to 3/15, 2001, 18.

e.   Other Features

Other helpful features include, site index, keyword search, Listservers, and instant messaging or ICQ ("I seek you").[377]   The site can have news, awards, and an in/out box for members. The site can include a member profiles/bio database. The NHROC virtual workplace needs a glossary of terms and table of acronyms to help develop the community language and indoctrinate new HR Officers into Navy HR Officer culture. Links to Human Resource web sites like SHRM www.shrm.org or the Bureau of Labor Statistics www.stats.bls.gov will be helpful.

When creating a virtual workplace, it is important to review other web sites that could offer ideas. Analysis of general HR and Navy web sites is a good place to concentrate analysis.[378] The following is an example of good virtual workplace design. CompanyCommand.com is a web site that began when army Officers could not find a book publisher for their work. They decided to publish their work themselves and sell it over the Internet.   Today www.CompanyCommand.com is a model for a virtual community CoP.[379]

The site must be accessible and usable with "ease of learning" and "efficiency of use."[380] "Tools need to be simple to learn and convenient to use. They must fit into the routine of the user," says Toni Emerson in her report on the IPCVW.[381] HR Officers will need access to information on fitness reports, evaluations, training, counseling, Navy culture (ceremonies), diversity, equal opportunity, HR technology and financial resources.

Usability testing and web development and rebuilding should be regularly ongoing.   The NHROC should develop relationships with vendors that will include

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[377] Preece, Online Communities, 237, 254, 288.

[378] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 16.

[379] Note: Information on the development and success of this site was provided by a consultant presentation at NPS and is not substantiated by documentation.

[380] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 124.

[381] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 6.

demonstrations of new virtual community tools.[382] When it comes time to re-structure the web site, it will be important to rely on highly developed persona and scenario information gathered from early adopters. Perhaps 15-20 early adopter HR Officers could meet one year after the fielding of the web site and formulate personas and scenarios through sharing experiences and ideas.[383]

2.   Social Issues

Sociologists define groups as possessing clear boundaries, networks as groups that have relationships across boundaries, and community as a network with strong relationships.[384] The NHROC is a group that must build stronger relationships to be considered a true community. The NHROC needs "social capital."[385] Social capital helps build norms "that facilitate coordination and cooperation for mutual benefit."[386] Social capital is developed in strong norms of reciprocity and trust.[387] Cooperation and reliance between community members is the measurement of success. Policies can inspire cooperation and experience will build trust.[388] Policies that identify members and track behavior can make reputations for accountability, and as cooperation increases among the members, trust will grow.[389]

The best social organization for the virtual workplace is an "adhocracy."[390] Coordination is accomplished by "mutual adjustment." One or two full-time support staff people are central. Training community members to be citizens of the virtual

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382 Ibid., 18.

383 See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 17.

384 Preece, Online Communities, 18.

385 Sociologists term in Preece, Online Communities, 23.

386 Ibid.

387 Ibid.

388 Preece, Online Communities, 192.

389 Ibid..

390 Henry Mintzberg, "Organization Design: Fashion or Fit?" Harvard Business Review, January-February 1981.,6.

community is vital. Here formality is synonymous with "red tape."[391] Because the NHROC is a sub-culture of a formal organization, there is some form, but it is minimal.

Rules and freedom must be balanced. Privacy, security and copyright issues must be considered.[392] Policies on communication style and practice may be especially important to the NHROC. Is there risk to the hierarchy like the IPs have experienced? Perhaps, but the risk may be more felt or perceived than real. After all, what real hierarchy was there in the "community relationship" of the past? Has it not been separate from command structure in most cases? What's more, could this be the reason previous "mentorship" programs have not succeeded community-wide. A military "netiquette" should be developed that complements and builds on the strengths of Navy culture regarding rank and junior/senior relationships.[393] Why not make it a rule to allow senior HR Officers the privilege of "shouting" or emoting with all caps? The NHROC should establish taboos, and participants should be identifiable—no anonymity allowed. Pseudonyms, if used, must be linked to real identity.[394]

The community depends on people. People must be encouraged to participate. Freedom to share new ideas, to joke, to comment, to respond; all help give the community a vitality that draws people back for more.[395] Once critical mass is achieved, others will be attracted so that the community becomes self-invigorating with little effort from community leaders. To get to critical mass, NHROC leaders must exert effort to organize roles and activity to make the virtual workplace attractive and interesting. A moderator can help.[396] A moderator can enforce community rules of behavior, remove bad or unhelpful content, fix HTML errors, inject questions and ideas to spark interest at the right times, and set up community online chat interviews with important players in the Navy and Navy HR.[397] The moderator can tag people to participate to at least get the

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[391] Ibid.

[392] Preece, Online Communities, 80.

[393] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 11.

[394] Howard Rheingold, Virtual Community, 49, 182. Preece, Online Communities, 87.

[395] Preece, Online Communities, 34.

[396] Ibid., 171-172.

[397] Ibid., 29,33, 35. The moderator must be a patient person. One quote from a moderator says "I put

perception that something is happening, that there is action! The moderator is needed to "seed the discussions."[398] If there is something interesting to talk about, people will start a conversation.[399] Employing two or three Officers as moderators (as collateral duties) with the NHROC virtual community would help avoid dependence on one individual and character.[400] Other character roles will materialize; the critic, who will readily offer opinions and lead discussions; the aggravator, who will routinely provoke the common participant who will contribute, and the lurker, who will observe and not engage.[401]

Policies should encourage participation to minimize lurkers. Even though lurkers get the benefit of feeling part of the community, they do not contribute—for whatever reason.[402] Incentives matter! A reward system should be developed.[403] One example in wide use is setting aside a special visible area on the site to recognize the contributions of members.[404] Other ideas may include comments on HR fitness reports. A requirement to publish may create incentive to research and collaborate with co-authors.

Reciprocity is integral to the virtual community. Rheingold sees reciprocity in the community as more than market-based. It is more like a "gift economy in which people do things for one another..."[405] As perceptions of increased usefulness to one another grow, so does the social capital fund. Policies that encourage reciprocity will help the NHROC virtual workplace operations. As long as members return, reciprocity is likely. To keep members returning, content must be fresh and regularly updated.[406]

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in hundreds of hours and nursed the site along for six months before anyone really noticed."

[398] Phone conversation with Toni Emerson, December 2002. Derek M. Powazek, <u>Design for Community</u>, 20.

[399] Derek M. Powazek, <u>Design for Community</u>, 11.

[400] Ibid., 82.

[401] Adapted from Preece, <u>Online Communities</u>, 83.

[402] Ibid., 88, 90.

[403] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 15.

[404] See www.CompanyCommand.com for an example and See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 15.

[405] Howard Rheingold, <u>Virtual Communities</u>, 59, 60.

[406] Preece, <u>Online Communities</u>, 174, 181.

Training will be important. Will some get left behind? Will there be those who do not want to participate in a virtual Community of Practice? The NHROC should have policies to address these possibilities. New HR Officers should be taught how to "lurk effectively."[407]   Encouraging lurkers to continue to lurk will likely increase their participation rate.

The HR virtual community needs champions or members who are familiar with the technology tools and have developed fervor for the community.[408] Their inspiration and pride will spread as they assist and guide others in exploring the benefits of new virtual community tools. The development of the NHROC depends on leaders who have continuous evaluation and feedback.

B.   RESOURCE REQUIREMENTS

It is unlikely that the NHROC has the capability of programming a virtual workplace, and it is likely that the community will be deterred from "homesteading," just as the initial IP web "homesteading" on yahoo.com was discouraged.[409] So the most likely outcome for the NHROC technical tools acquisition may be a "glue it together" program of building tools like chat or bulletin boards into the current web site. The "look and feel" may suffer, but this can be improved slowly, overtime, giving the community a chance to grow into and experiment with the tools as they are added.[410] Much of this thesis extols the benefits of the virtual workplace. But there is cost, as the IP community demonstrated.   Librarians experimenting with web-technology to enhance virtual resources note that it "requires a significant investment in time, money, and training for both staff and patron."[411]   The librarians involved with projects at the forefront of managing information and knowledge say their experience in building web–enabling

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[407] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 18.

[408] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 15.

[409] Preece, Online Communities, 235-236.

[410] Ibid.

[411] Ardis Hanson and Bruce Lubotsky Levin, Building a Virtual Library, Hershey PA: Information Science Publishing, 2003, 8.

tools is costly in training, staffing, and funding.[412] The requirements are substantial. The IP community experience supports this fact.

Over the last decade DOD has increasingly used commercial off-the-shelf (COTS) products.[413] This is for two reasons. One is that overall procurement funds have decreased. The other reason is the speed of change in technology. The development cycle lags new technological development to the degree that systems and products are obsolete before they can be used.[414] The problem of the speed of obsolescence is sometimes referred to as "Moore's Law."[415] Advancements in processing power should eventually slow, until then allocating funds for technology will be suspect. Commercial vendors are improving in keeping up with technological advances and maintaining reliability.[416] President Bill Clinton, in Executive Order 12931, provided much impetus in the use of COTS. The order says to "increase the use of commercially available items where practicable, place more emphasis on past contactor performance, and promote best value in selecting sources of supplies and services."[417]   The Department of Defense, with the Navy leading the way, is increasingly favoring commercial, off-the-shelf solutions to control administrative and maintenance costs in computer technology and systems.[418]

The virtual community CoP tools are ideal for COTS because they are not military specific. The NHROC can take advantage of successful products and services. Competition ensures a fair price. Many COTS product companies provide free training.[419] COTS products also have the advantage of being the latest in technology,

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[412] Ibid., 31. The librarians in Florida underestimated the cost and make a point of saying that true cost can be substantially more than first estimates.

[413] Robert H. Anderson and Richard O. Hundley, "The Implications of COTS Vulnerabilities for the DOD and Critical U.S. Infrastructure: What Can/Should The DOD Do? *RAND*, Santa Monica CA: RAND Pub., 1998, 1.

[414] Joseph E. Powell Jr., "The Case for COTS," *COTS Journal*, May 2002, 65, 66.

[415] In 1965 Gordon E. Moore predicted processing power would double every 18 months.

[416] Joseph E. Powell Jr., "The Case for COTS," *COTS Journal*, May 2002, 65, 66. Jeffery Voas, "COTS Software: The Economical Choice?" IEEE Software, March/April 1998, 16.

[417] Ibid. Order given 13 October 1994.

[418] PeopleSoft Press Release, "U.S. Navy to Streamline HR Operations with PeopleSoft HCM," Pleasanton, California, 2 December 2002. see www.peoplesoft.com.

[419] Robert H. Anderson and Richard O. Hundley, "The Implications of COTS Vulnerabilities for the DOD and Critical U.S. Infrastructure: What Can/Should The DOD Do? *RAND*, Santa Monica, California:

and research and development costs are borne by the commercial company. Even though the commercial market would be in control of the life of the products, the risk can be minimized.[420] Concerns about a COTS company product or service ending or being discontinued abruptly for any reason, can be dealt with by obtaining source code rights.[421] The most significant changes in virtual community technology over the past decade, since Rheingold wrote one of the first books on the subject, is the steady decline in prices and dramatic increase in processing power.[422] Today there is a plethora of virtual community products in the marketplace. There is plenty of choice.[423]

The NHROC virtual workplace should be able to connect with the Navy portal. Currently there is a battle over what will be the Navy portal. Two Navy web-based portal programs are vying to become dominant. The contest is between the Navy Enterprise Portal, and Navy Knowledge Online (NKO). It is in the best interests of the NHROC to connect with the winner.[424]

NKO (www.nko.navy.mil) became operational on January 22, 2003 and was accepting about 1,000 people a day at the beginning of February.[425] Designed to help Sailor's access training and information, NKO connects subject matter experts with those in need of expertise. The portal is "an integrated delivery system for learning, personnel development and knowledge management."[426] A few dozen experts staff chat rooms and manage discussion boards and document repositories for almost 100 Navy job classifications.[427] NKO allows people to find and contact experts using a white-pages

RAND Pub., 1998, 2.

[420] Joseph E. Powell Jr., "The Case for COTS," *COTS Journal*, May 2002, 65, 66.

[421] Jeffery Voas, "COTS Software: The Economical Choice?" IEEE Software, March/April, 1998, 18. Robert H. Anderson and Richard O. Hundley, "The Implications of COTS Vulnerabilities for the DOD and Critical U.S. Infrastructure: What Can/Should The DOD Do? *RAND*, Santa Monica, California: RAND Pub., 1998, 3.

[422] Preece, Online Communities, 12.

[423] Ibid., 113.

[424] There was a discussion of this among the thesis students and John C. Martin, a contactor representing Tomoye Corporation, a Canadian software company. See www.tomoye.com

[425] Patricia Daukantas "Navy Knowledge Online portal focuses on learning," *Government Computer News*, February 6, 2003. See www.nko.navy.mil

[426] Matthew French, "Navy Knowledge Online Sets Sail," *Federal Computer Week*, 5 February 2003.

[427] Patricia Daukantas "Navy Knowledge Online portal focuses on learning," *Government Computer News*, 6 February 2003.

directory feature and messaging and chat functions to support Navy-wide collaborative learning.[428] NKO boasted over 42,000 users in less than three weeks after it was made operational.[429]

Appian Corporation, a software company in Virginia, built the NKO portal after successfully creating the Army Knowledge Online (AKO) portal in 1998.[430] Bantu Inc., the same company that helped build AKO features, supplied the chat and messaging software.[431] NKO, because it is web-based, will be compatible with the future Navy Marine Corps Intranet.[432]

At present, there is uncertainty in the final capabilities and uses of NKO. NKO seeks to support collaborative communities Navy-wide.[433] Yet, some believe the portal is not intended to be a "one-stop shop" like the AKO.   Rear Admiral Kevin Moran, Commander of the new Naval Personnel Development Command in Norfolk, Virginia, said the NKO will focus on personnel and professional development for Sailors and be mainly a training and education tool.[434] This new online tool, along with others like DIMHRS, which also promises to support knowledge management, training, as well as distributions and assignments, should be watched closely while the NHROC virtual workplace is developing. The NHROC virtual workplace should not overlap.

There is a requirement for personnel commitment. The NHROC virtual workplace must be managed. It is reasonable to plan for a full time position. A full time assistant community manager could be responsible for the virtual workplace.   The virtual workplace manager/facilitator will act as the NHROC Chief Knowledge Officer (CKO). In many organizations, the CKO leads in process improvements, customer relations, and

[428] Ibid.

[429] Ibid.

[430] Matthew French, "Navy Knowledge Online Sets Sail," *Federal Computer Week*, 5 February 2003.

[431] Patricia Daukantas "Navy Knowledge Online portal focuses on learning," *Government Computer News*, 6 February 2003.

[432] Matthew French, "Navy Knowledge Online Sets Sail," *Federal Computer Week*, 5 February 2003.

[433] see Appian press release "Navy Announces General Availability of Appian-Built Navy Knowledge Online Portal, 3 February 2003.

[434] Matthew French, "Navy Knowledge Online Sets Sail," *Federal Computer Week*, 5 February 2003.

employee development.[435]   The NHROC CKO can focus attention on Navy HR knowledge management through the virtual workplace, and help manage the community's strategic initiatives to serve the Navy.

Moderators must be selected. If there are two or three it may be sufficient to classify them as collateral duty assignments, working for the community CKO. A careful selection could be decisive in the success of the virtual community. The moderator should be an expert in virtual community communication tools and rules for participation. The moderator should be a respected HR Officer who participates in discussions regularly.[436]

The IP community should have the major responsibility for virtual community development because it is their primary occupation. In this the IP community will perform a great service to the other Navy Officer communities in their quest to become virtual communities and Communities of Practice.   The IP community would be primarily responsible for the technical aspects of development and the NHROC for the social policies. Because they are experts in human resources and organizational development, the NHROC would not only determine the most effective tools for their virtual community, but also future Navy-wide communities.

The NHROC virtual workplace may become part of the Navy's Enterprise Portal umbrella system (or NKO) and serve to connect the community in a networked organizational structure with similarities to a Community of Practice. The NHROC should create both a short and long-term plan for the growth and development of the NHROC virtual workplace.[437]

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[435] Nathaniel W. Foote, Eric Matson, and Nicholas Rudd, "Managing the Knowledge Manager," The McKinsey Quarterly, 2001, Number 3.

[436] See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 15.

[437] The same advice was given to the IP community. See the consultant report - Toni Emerson, "Information Professional Virtual Workplace (IPVW) Report, IPVW Workshop: 3/11 to 3/15, 2001, 6.

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VI.   SUMMARY AND RECOMMENDATIONS

A.   SUMMARY

This research addressed five primary questions and are summarized as follows:

What capability can NHROC develop to benefit the Navy?   The Officers of the NHROC, after years of membership in dysfunctional and artificial communities, can now be assured that their individual professional development and contributions are now in alignment with their new community. The NHROC has the potential to become a vibrant Community of Practice, but it lacks a place to practice. The NHROC needs a "front porch" where it can meet and share ideas and develop a culture of learning. The ideal meeting place is the virtual community. The virtual workplace opens up the world of networking and knowledge sharing so that the NHROC can develop its capabilities.

What should these capabilities be? Potentially the NHROC is a valuable strategic partner for the Navy's future. Connecting subject matter experts with those who need information is a vital capability.   The NHROC must capitalize on every member's experience and knowledge. The Navy needs experts in HR who are continually learning and building Navy HR knowledge. Peter Drucker concludes that in order to take advantage of the knowledge society, a person must identify, concentrate on, and improve their personal strengths.   Here "there is only one way to find out: the feedback analysis."[438]   The NHROC should provide its members with needed feedback and intellectual stimulation on matters/information pertaining to the HR filed. The NHROC should be capable of continuous learning through capitalizing on the professional strengths of each member. The NHROC can then impact every aspect of Navy HR.

How will a virtual community workplace optimize the capabilities of the NHROC? The NHROC virtual workplace is the conveyance and laboratory through which the entire Navy can be expeditiously impacted. The NHROC virtual workplace capitalizes on every member's experience and knowledge. The NHROC can experiment with and grow knowledge and ideas in the virtual workplace before HR advice is offered to the fleet. It took almost one year to locate the experts and materials used for this

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438 Drucker, The Essential Drucker, 218.

thesis. With the right tools in a carefully designed and maintained virtual workplace, this time could be dramatically reduced, even to just days.   The virtual community workplace would be an optimal resource.

How would the NHROC function in a virtual workplace? Making the NHROC functional in a virtual workplace will take time. Patience is required. It will undergo a culture change from one of suspicion to one of trust. The NHROC will be increasingly thought of as a virtual community as the "diffusion of innovation" occurs. As new tools are introduced to foster communication, new policies will provide incentives to communicate. Involvement will grow as more members share their knowledge and become involved. New scenarios can build vision. The NHROC would function as a partnership—a growing culture of trust and learning.

What are the resource requirements to develop and sustain a NHROC virtual workplace? The virtual workplace can be successful if there is commitment from senior community leaders. Over a six-month to one-year period one or two—dedicated full-time—senior Officers can have an impact. Labor-intensive requirements and costs are necessarily up-front. Perhaps the greatest resource will be leaders who will push the virtual community idea "with vigor and persistence tempered by patience and good sense."[439] Once a critical mass of participants is achieved, the virtual community will become self-sustaining. Virtual workplace COTS software, which is widely available at reasonable cost, can be used in development.

The NHROC should be a virtually networked organization service provider to the Navy. The time is right for a fresh start. We must take action now, not to preserve a "fiefdom," but make a difference for the Navy in HR. Herein is a plan of action – lets do it!

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[439] See Commander John V. Noel, Jr., The Division Officer's Guide, Annapolis, MD: U.S. Naval Institute, 1952, 140.   Noel said, "an Officer usually experience opposition to his new ideas. While this excessive conservatism may appear unreasonable, it usually serves to separate the sound ideas from the merely novel. New ideas and techniques are one of the most important contributions an Officer can make to his profession."

B. RECOMMENDATIONS

Navy and NHROC leaders should consider a plan to grow the NHROC as a CoP with a virtual workplace that connects its members for a continuous learning and knowledge management experience in Navy HR. The following is a summary of specific recommendations:

- NHROC conduct a NHROC summit.

- NHROC leadership field a virtual community technology now. The virtual workplace should be designed for growth and modification.

- Provide incentives to NHROC members for contributions to the virtual workplace content.

- The community must designate and resource a full-time virtual community administrator to assist the HR community manager.

- NHROC leadership institute chat sessions on a regular basis in order to foster a culture of learning and knowledge sharing.

- Familiarize NHROC members with the virtual community tools and Community of Practice concepts.

- The NHROC should develop a close working relationship with the IP community. The NHROC can provide HR expertise and the IP can provide IT expertise in an effort to perfect virtual community technology and practices. Work in this area will benefit the entire Naval Officer community.

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VII. FURTHER STUDY

Once the NHROC virtual workplace is in operation, further Navy Human Resources research needs to be shared and appreciated by the community for immediate benefit to measure the impact and integration of Navy HR practices. Capture worthy future ideas generated by an active, useful medium with universal reach for immediate access and do not limit it to the library shelf of research institutions.

The research conducted stops short of presenting a prototype model for a virtual workplace. An extensive review of design issues and requirements needs to be included in a prototype model. An extensive study would aid in the introduction of virtual community tools and CoP characteristics and participation. Additionally, once the virtual workplace becomes operational, further research to refine the requirements and lessons learned could be implemented.

The HR virtual community, Communities of Practice and how these apply to the Navy provide endless topics for valuable research. Further research is needed on other Navy communities and how they operate and add value in support of the Department of the Navy. Additional research issues such as:

- What is the optimal size of the community?

- What training should be provided to junior and senior HR Officers?

- How do traditional leadership roles (XO, CO) fit into the typical HR Officer career path?

These questions will help formulate the NHROC foundation. The careful and thoughtful observance by community members familiar with the technical tools would generate invaluable innovative ideas.

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GLOSSARY

Term	Definition
Alignment	A management approach that seeks to have everyone in the organization share common understanding of the mission and goals of the organization, know how they individually contribute toward those mission and goals, and can clearly state the customer needs and how the organization meets those needs. (Adapted from Labovitz and Rosansky, <u>The Power of Alignment</u>)
Communities of Practice	A group of people sharing knowledge about the same practice on a regular basis. It is inherently a learning organization. (Adapted from Etienne Wenger)
Collaborative Knowledge Network	A digitalized or virtual CoP.
Diffusion	The process by which an innovation is communicated through certain channels over time among the members of a social system. This definition is from Everett M. Rogers. (see Roger's book on Diffusion of Innovation)
Enterprise – wide information system	Information systems that provide information and processing capabilities to workers throughout a given organization. This definition is from Larry and Nancy Long's book <u>Computers</u>.
Human	Potentially the most important resource for any organization.
Innovation	Something newly introduced; a new method or custom. Everett M. Rogers suggests this definition – An idea, practice, or object that is perceived as new by an individual or other unit of adoption.
Internet	A global network that connects more than tens of thousands of multi user computers, and tens of millions of users in more than one hundred

Term	Definition
	counties. This definition is from Larry and Nancy Long's book <u>Computers</u>.
Intranet	An Internet – like network whose scope is restricted to the networks within a particular organization. This definition is from Larry and Nancy Long's book <u>Computers</u>.
Lead	To show the way.
Leadership	The ability to lead.
NHROC	Navy Human Resource Officer Community
Principle	A fundamental truth, law, or doctrine, or motivating force.
Portal	A web site or service that offers a broad array of Internet-based resources and services. This definition is from Larry and Nancy Long's book <u>Computers</u>.
Resource	Something that is ready for use or that can be drawn upon for aid or to take care of a need.
Strategy	The science of planning and directing large – scale. A plan to achieve a purpose.
Virtual community	A community that meets and communicates using web-based tools.
Workplace	The area in a window below the title bar or menu bar containing everything that relates to the application noted in the title bar. This definition is from Larry and Nancy Long's book <u>Computers</u>.

APPENDIX – SURVEY RESULTS

PART I: **USER BACKGROUND**

Total Respondents: 200

Average Time For Survey: 21 minutes.

Table 1.   Rank Profile Of Respondents

1. Select your Current Rank:		
Rank	Total	%
Lieutenant	67	34
Lieutenant Commander	75	38
Commander	43	22
Captain	15	8

Table 2.   Navy HR Experience

2. How much experience do you have in Navy HR?		
Tours	Total	%
0 tours	29	15
1-2 tours	60	30
3-4 tours	66	33
5-6 tours	30	15
7 tours or more	15	8

Table 3.   HR Component

3. What is the primary HR component you are currently working with? (select one)		
Tours	Total	%
Budget	9	5
Compensation and Pay	7	4
Manpower	35	18
Recruiting	49	25
Training Management	28	14
Career advisement/development	5	3

Administrative tasks	18	9
Other	49	25

Table 4.   Formal HR Training

4. What formal training do you have in HR or a similar area? (select all that apply)		
Tours	Total	%
HR Certification	7	4
Couple of Classes	33	17
Bachelor's degree	21	11
Master's degree	84	42
Doctorate	0	0
None	85	43

Table 5.   Professional Membership

5. What professional HR-related organization are you a member of? (select all that apply)		
Rank	Total	%
Society for Human Resource Management (SHRM)	23	12
Other	7	4
None	172	86

PART II: FAMILIARITY & COMFORT WITH TECHNOLOGY

Table 6.   Computer Usage

6. Describe your computer usage:		
Usage	Total	%
Do not use a computer and try to avoid it.	1	1
Use the computer, but only to run a few specific, pre-loaded programs.	4	2
Use the computer regularly, but <u>rarely</u> look for supporting work-related Internet resources.	37	19
Use the computer regularly, <u>including</u> supporting work-related Internet resources.	158	79

Table 7.   Experience With On-Line Collaboration

7. Describe your experience with on-line collaboration:		
Experience	Total	%
I have never collaborated online (post messages, contribute to online discussions)	76	38
I have online collaboration experience, and have participated in the following forms	124	62

Table 8.   Types of On-Line Collaboration

7. (continued) I have online collaboration experience, and have participated in the following forms (select all that apply):		
Experience	Total	%
List Servs	22	11
Threaded Discussions	57	29
On-line communities	54	27
Mentor and peer relationships	40	20
Networking	77	39
Other	20	10

PART III: NAVY CAREER

Table 9.   Confidence With Career Information

8. Do you feel confident that you have the right information to manage the progression of your career?		
Information	Total	%
Not confident	35	18
Somewhat confident; a mentor or peer advice network would be often helpful	71	36
Confident; a mentor or peer advice network would be helpful at times	80	40
Confident; a mentor or peer advice network is not necessary	13	7

Table 10.   Job Support

9. Do you have the experience, resources, information, and leadership support to do your job successfully?		
Response	Total	%
Yes	122	61
Somewhat	74	37
No	3	2

Table 11.   Comments On Career Confusions

10. What has been the most confusing to you during your career to this point?
• 1. Future of the Human Resources Community. What billets will become available? How involved will we be in Task Force Excel?
• 2. Where the future of the 1100/1700 community lied. Glad to have a decision, direction, future.
• 3. The changing of the designator.
• 4. The frequent changes to the community. What's in today is passé tomorrow. The HR community is a good concept but it was implemented before the structure and training was established for junior personnel. To have 20+ years generic experience and try to make my career fit an HR track at this point is too much too late. …

- 5. The administration of promotion boards...timing, letters to boards, etc.

- 6. I'm an Admin LDO who has recently been selected as an HR Officer. I have been very lucky in my career to meet and know people to guide me in the right direction. I feel it's our duty as Officers to help not only enlisted to reach their full potential but to help other Officers toward a challenging career. …

- 7. Training. I have never understood why, everywhere that I have been, training for the jobs I have occupied and managed is either obsolete, ignored or completely non-existent. This confuses the devil out of me. Training (be it on the job, or schooling) is the only way that people can effectively learn their jobs. It can only prove to make the Navy better…

- 8. Lack of information during times of change or lack of interim information while decisions were being made.

- 9. The instability of the community of which I have been a part (1100, 1700, 1100, 1200) and lack of a defined career path for that community.

- 10. LACK OF STABILITY DUE TO THE NUMBER OF CHANGES

- 11. My designator has been changed twice since I got commissioned, but I've had the same job.

- 12. I transferred into the community last year, and have met other HR Officers, but no one (senior Officers included) can really describe exactly what an HR Officer is supposed to do. Also, I fill an HR billet at a command that does not use it in that manner, so the only HR training I am getting is through civilian classes that I'm taking on the side (as well as participating in the pilot program for…

- 13. Since I am in the transition period (lateral transfer from the SWO community to HR) I am trying to figure out what billet I will be placed in as an O-4 SWO post department head tour w/ no HR jobs underneath my belt.

- 14. The consistent change in not only designator but also focus for career progression. No defined career path, then the competency track, then the again undefined and at this point we continue to have an undefined path.

- 15. Why Nuclear Engineers at Naval Reactors are designated as HR Officers

- 16. Career Progression

- 17. The most confusing thing has been the unfolding/development of the community since 1983.

- 18. The direction that HR is going. The goals of the HR community are unclear.

- 19. I am selected to transfer to the HR Community in 2004. I have not encountered anything confusing; however having a mentor to help me when I

make this transition would be a major bonus to me.

- 20. Constant change in direction and focus of the designator (i.e. career path seemed to change every 6 months - am now on my 5th designator) Saying "sustained superior performance" and "increasing scope and responsibility" are not the same as establishing clear guidelines for what assignments to shoot for promotion.…

- 21. Multiple designators associated w/ evaluation of GenURL community to Fleet Support to HR

- 22. Nothing has been "confusing" but the biggest irritant has been the Navy's misalignment--the press releases that we, the HR community, are needed, followed by the failure to fully set aside billets for a full community and career progression. Restricted line cannot successfully compete and should not be competing with unrestricted line for XO and CO opportunities. …

- 23. I do not understand why our community gave up valuable sea-going billets to the LDO/Warrant communities. Additionally, it appears that our community has not been proactive in trying to obtain billets in new commands such as the Navy Personnel Development Command and NETC. These commands have missions that are perfectly aligned to our community strengths, yet leadership positions in these command…

- 24. The role of a nuclear engineer in Human Resources.

- 25. As one who has been in the General Unrestricted Line/Fleet Support/Human Resources community for nearly 20 years the constant changes to the community have caused the most confusion and concern. We have gone from unrestricted to restricted line then back to unrestricted only to revert back to restricted line. I have seen the leadership and specialist tracks. You are always wondering what change…

- 26. Change in community direction without Resource Sponsorship, nor having a HR Headquarters, nor strong sense of direction. It is confusing that we don't seem to be connecting job opportunity and billets to future needs.

- 27. Switching designators so much and feeling like there is no clear career path. Fear of the unknown, where are we going and how do you get there?

- 28. The stability of the community and career progression track.

- 29. Repetitive changes to my community.

- 30. Our Community, where we are headed, what I need to do to get there. Seniors in the community do not seem to be able to answer these questions. Jobs we can go to, and jobs we can not.

- 31. Community direction and focus, career-enhancing opportunities, etc.

- 32. I have medically transferred into the HR Community. The best move in my Navy career! I have yet to attend the HR indoc. I am a fleet liaison Officer for LTA and a DIVO/DH for NAV LEAD. Which is more important for HR career advancement?

- 33. Not knowing which billet to take to better my career.

- 34. The lack of consistency in billet choices. I have been in a squadron, an NRD, and now an IUSS command. There hasn't been a clear career progression path that would lead to any kind of logical conclusion.

- 35. Not truly knowing where the HR community was going in the Navy. Mixed messages between the community/Navy stating how valuable the HR community is, but not backing it up with billets etc.

- 36. Changing designators every few years.

- 37. Requirements for promotion (Joint duty?) Uncertainty of ability to make Captain

- 38. HR career path.

- 39. Ensuring that I have adequate training to achieve success.

- 40. Changing of designator and career path multiple times.

- 41. Different changes/viewpoints in the "correct career path"

- 42. Waiting for the Fleet Support community to sort itself out...oh, hold on, I thought you said "most frustrating."

- 43. Conflicting guidance/rumors on leadership vs. technical development...I always believed they are not mutually exclusive. Not understanding the lack of funded schoolhouse opportunities. Trying to find a reasonable database of locations and jobs to plan for outyears. Trying to educate/advocate regarding HR Officer needs to warfare COs.…

- 44. The change of designator

- 45. Lack of formal education/training. We were pushed so many different directions as 1100/1700/1100/1200 and the rules kept changing. We seem to make changes to the designator and create career paths for FUTURE career development then apply them retro-actively and say ... to be competitive you should have done XYZ as a LT. But when you were a LT XYZ was no where on the table, and now as an 05 you …

- 46. The constant shifting of my community. No one knew what to do with us.

- 47. Not know, what is going to happen to the HR community. And what to

expect in the future, for HR jobs/promotions.

- 48. I am unclear on future promotion prospects for those 1200s who had successful past performance in non-HR billets. I've gotten conflicting guidance from senior 1200s in whether or not a "strong HR background" is a pre-requisite for future selection at this point. Would like to know how others in the community feel about this issue and what, if any, guidance selection boards will be getting in the…

- 49. I have frequently sought the advice of senior Officers when it comes do my career but find that their advice has only hurt me in the long run. I continuously hear that leadership experience is what counts but my leadership experience has counted for nothing since it wasn't HR specific leadership experience. I was on the Fleet Support Logistics track and that seems to have been a waste of time as…

- 50. There are two things - What the key jobs are to positively impact promotion - How promotion zones are determined

- 51. The GURL/Fleet Support/HR community has changed so often that I'm never sure if I have checked the right blocks or where to go next.

- 52. I don't understand why the HR community lacks a formal, required training curriculum.

- 53. The community has changed constantly over my 22 years of service. Career paths have changed as the flavor of what is "in" at the time has changed. The only thing that hasn't changed is the need for solid and successful leadership experience.

- 54. The most confusing thing to me has been how to assimilate a variety of unrelated tasks with little or no expertise, experience or training in the particular assigned area and no resources to check oneself against.

- 55. Not sure why the (HR) XO opportunities are so limited. Not many XO billets in training, other than CVN Trng Off--but does not prepare you for CO.

- 56. Not confusing but disruptive - the convolutions in whether this community is valid or not, should exist or not, has merit and need in the eyes of the fleet. After 10 years, is it lip service or are we valid and valued by the Navy.

- 57. What steps or tickets that need to be punched towards career progression development.

- 58. Ever-changing designators. No clearly defined path for career progression. Conflicting advice from senior Officers on duty assignments and FITREP content.

- 59. HR job/billet availability. Especially as it relates to my sub-specialty, Training and Education. What job should I pursue next for continued professional growth and advancement?

- 60. UNCERTAINITY OF THE COMMUNITY

- 61. Changing from one community to another, and not given the proper training to do the job you're sent to do. It's always been a "learn as you go" career.

- 62. The change over from SWO to HR.

- 63. Nothing confusing but the move from GenURL to Fleet Support (Restricted Line) was not executed well and the Fleet Support community appeared to suffer from neglect.

- 64. changes in communities - URL to FSO to URL to RL HR

- 65. The uncertainty of where the HR community is headed.

- 66. Being Manpower Support Forces Section Head (N122D) in CNO N12 (had no prior experience in manpower programming, WINPAT, or TFMMS).

- 67. As a member of YG 93, I have been through the entire string of changes to our designator over the past 10 years. It has been difficult to know which way to jump and when. I have chosen my assignments to achieve a balance the need for proven leadership and subspecialty but firm guidance has never really existed.…

- 68. The constant change of designators and track. Lack of support from other communities--that don't understand what we do or are capable of.

- 69. What options have and what choices should make to remain competitive in the community. Also, what are the available jobs and what are they like.

- 70. The multiple changes in our career paths that occur every few years have been the most confusing to me.

- 71. Conflicting requirements. Needs of the Navy vs. career progression. The XO/CO track may not apply to a manpower "specialist" but they may be forced to take the command track because it is a "hard to fill" billet. If the community can't separate these requirements how can the promotion board.…

- 72. There is currently no clear career path with senior mentors.

- 73. The constant changing of designator's and hence different emphasis on what our career path was. Now that the HR community is established I think those troubles are largely behind us. However, before we are a "healthy" community we need to be recognized and appreciated by the rest of the Navy.…

- 74. The changing of the community and its direction.

- 75. Community fit with the vision, mission and goals of the Navy as a whole.

- 76. Why Naval Reactors engineers are considered part of the HR community

- 77. The ever-changing nature of the 1100/1700/1200 community.

- 78. Why nuclear engineers got pawned off on the HR community when there is a perfectly good EDO community.

- 79. As a lateral transfer HR Officer, I am not yet up to speed on how the HR community will be organized (i.e. billets, xo tour, command opportunity, and what our mission will be). Any information with regards to the HR community's latest development and vision would be welcomed. Especially as a student at NPS, what thesis opportunities are available? …

- 80. The community does not seem to have any defined career tracks with specific accomplishments that must be done to be competitive. Additionally, there does not seem to be a coherent or comprehensive billet list to help define a career progression.

- 81. - Training Issues on how to be a successful Officer vice just successful in your career of choice. - Work/home balance. - How to choose Career enhancing billets.

- 82. The multiple designator changes (1100, 1700, 1200) and associated requirements for each (leadership tour very important, Masters degree very important, leadership tour not as important as it used to be, etc.)

- 83. Community is constantly being changed to something else. 1100-1700-1100-1200- Gives a sense that people don't really know what we do - or that we do it so well we're transparent - or both.

- 84. The detailing process. Assignments of my peer group seem to be based on poor information or selective information, a fill what is hot versus a fill that is in the best interest of the Navy and will position the service member the best for promotion and increased responsibility.…

- 85. With changes to community...1100 to 1700 to 1100 to 1200...haven't always been sure what is competitive and what the best career path is. Always stuck with leadership billets as the key...fortunate they were largely in HR field.

- 86. The career path in my community and the future of my community.

- 87. The actual transition process (1700 to 1200), and those of us caught in the middle when negotiating orders, in the past in was important to successfully complete an XO/Principal assignment tour, a bonus if it was in your subspecialty area, but it appears for those caught in between the transition, if your XO/Principal assignment tour wasn't in HR you are being penalized for it. In the detailing p…

- 88. Uncertainty of the Community and what's required

- 89. Different signals as to what will be important to have in the HR community.

i.e. what defines a good HR record?

- 90. During the community's various transitions from designator to designator, why has there been very little formal outreach to the mid-grade Officers (senior LT's and LCDR's) in the community to get their thoughts and feedback on the community's direction and future? We are the future leaders in the community so why are our opinions not sought? Why are we not involved in shaping the community's fu…

- 91. What my career progression will be.

- 92. Nothing really stands out as confusing

- 93. I have just recently been selected for a lateral transfer to the HR designator. Though I can't answer this question directly, I can however say that I am not sure what to expect as to what exact type of assignment I will receive as my initial HR tour.

- 94. Transition from a very structured community (Supply Corps) to a community in a state of transition and confusion. Not completely clear on the future of the HR community and unclear to career milestones I should be completing to enhance my chances for promotion.…

- 95. The many changes with the 1100/1700 community until the HR community was stood up.

- 96. It has been challenging to keep abreast of this evolving community. The fact that the new Home Land Security Act requires an agency Human Capital Officer is encouraging--I am thrilled to be among the Navy's leadership in trying to make a difference!

- 97. Lack of clarification from senior leadership on which specific technology to use in accomplishing command mission (to prevent redundancies, rework, and other inefficiencies). Lack of formalized/organized "team" training on these systems & associated programs.…

- 98. The changing community names and designators has been confusing - as is advise from seniors on things like the value of sea duty, warfare pins, graduate education, CO/XO/Major Command tours or specialist tours - few can do all of this.

- 99. I have been an 1100/1700/1100/1200 with each designator change the emphasis has changed. I am concerned that by the time I'm up for my next promotion, the emphasis will have changed, yet again, and I won't have the 'desired' experience.

- 100. The most confusing to me during my career has been and still is being told to go to senior Officers within your specialty and not being able to get accurate support from them. It appears to be a lack of support outlets to go to for career

advice.

- 101. My HR career is yet to begin. However, I believe the information offered on the Navy HR link is and will be very valuable. The advice regarding career paths is straight forward and to the point.

- 102. Figuring out the community career path from DH, XO and CO. We still have billets that are not coded for the appropriate level. Additionally we don't have enough billets for XO and CO positions. The community should consider maximum 18-month tours for all of these positions. The lack of joint billets is also a problem. Looking at the career path posted on the web, joint billets are supposed to…

- 103. Not knowing what I have to do to be competitive in the HR community.

- 104. Keeping up with the changes that have taken place in the Fleet Support community until now.

- 105. Knowing what billets to pursue to be successful during multiple changes in designator (1100, 1700, 1100, 1200). At first generalization was key and then specialization but leadership is all that appears to really be important for promotion.

- 106. Defining the HR community. I am an FSO convertee, and it has been confusing and surprising to see some billets not listed on HR. Admin/Manpower jobs, NSA XO/CO, FSC billets are a few, and seem to meet the societal definition of Hum Resources. I think a better explanation of why some traditional FSO billets do not translate into the HR function would be helpful and useful in determining what our…

- 107. Community fluxes and the methodology used to promote during these realignments.

- 108. Lack of clear direction, career progression path

- 109. No major concerns. Mainly trying to ensure I know what the most career enhancing billets are so that I can try to get that type of assignment.

- 110. The lack of appreciation for this community's overall contribution to the welfare of the Navy.

- 111. Just began first true HR billet. I have not seen much information about the HR community direction or vision.

- 112. Career progression.

- 113. Why am I designated a Human Resources Officer? I work in an engineering organization as an engineer, albeit more on the technical management side of things.

- 114. The constantly changing surface of the community especially prior to the switch into HR and IP communities. No set career path

- 115. With the numerous changes to the community from 1100 to 1700 to 1100 to 1200, the advice of what type of jobs to seek has changed: diversify, specialize, and diversify. Now that we appear to be stabilized as a community, we should be able to plan out our stepping stones more effectively.…

- 116. lack of HR training and Fleet Support Community direction, and future.

- 117. THE CHANGING RULES. What is a great direction to be going one year is not two or three years later. Areas that were valid for progression suddenly become "bad" or "not what is being looked for now" - the logistics pipeline (0043 p-code, Military Sealift Command etc.) for example. Seniors in the community are as under-informed as the junior personnel. What is disseminated as guidance one month is…

- 118. The inability to match training to job in this community. Creates a "learn as you go" experience at each assignment.

- 119. Our designator changes so often. Lack of Fleet support for our community.

- 120. No official guidance or contact from the community has been made. At least with the 1100 community they attempted to contact other ll00 and have training.

- 121. I started out in the General Unrestricted Line (1100) community 1100, transferred to Fleet Support (1700) and now am an HR specialist (1200). Although, it is great to have such a wide background of experiences, the most confusing thing to deal with is what career plan should we be on to maintain a successful career (i.e.: specialize in one specific field such as recruiting, manpower, etc. or gain …

- 122. Zero experience in HR. I am not sure of the HR mission. I have Annapolis and SWO background and training and therefore know the warfighter/SWO answers but without any HR indoc or training, HR is a mystery.

- 123. Continually changing focus of the community. Should be much better now that the mission of the HR community is more discretely defined.

- 124. Number o designator changes from URL to RL to URL as an 1100/1700.

- 125. The reason that I am a HR Officer

- 126. Our community has changed focus on what attributes/accomplishments it wants in future leaders.

- 127. The career path changed so many times during my career. This made it difficult to mentor others when they asked me about my career choices and why I made them. The choices I made were based on what the detailer told me I needed

to do. Fortunately, I screened for XO/CO/Maj Cmd so that made it a bit easier for me but tough to mentor those who didn't.…

- 128. Materials

- 129. I do not understand why NAVSEA 08 engineers were made human resources Officers.

- 130. Not much. During my 9 years of service I have had very challenging tours as Legal Officer, then Testing Officer and Operations Officer at a MEPS, and now I work in the Curriculum office or a training command. I have not found confusion during my career choices but I do have concerns if the HR community will stay strong and survive until my retirement which will be in the next 11 years. Many things…

- 131. The inability of senior personnel (both within and outside the community) to overcome preconceived notions of the community and to have a full grasp of what we (1200s) can and should be doing for the command and fleet alike.

- 132. How to mentor those junior Officers that work for me. Our community has been through a major transition

- 133. The frequent change of designator. It is not as much confusing as it is demeaning.

- 134. Determining eligibility for promotion.

- 135. Not sure of what HR job will entail.

- 136. Career path

- 137. Not having a career path. Not sure of which job will give me the best opportunity to succeed and make rank. Not sure that the detailer is working for me, or just trying to fill slots.

- 138. N/A

- 139. lack of clear vision for hr community. right now we are little more than FSO with a new name, providing no UNIQUE value to Navy. guess it's not confusing, just frustrating. opportunity exists to do something great but we -as a community- seem too focused on whining about billet base and just aren't doing anything to fix it, waiting for someone to fix it for us instead.…

- 140. The fact that I have had four designators since entering in '87 as an 1100 and that I've rarely felt that I had an actual career path. When told what it was, I rarely had faith in it due to the constant changes.

- 141. Receiving important career milestones with the new 1200 community.

- 142. The changes with in the community and the undefined goals for

achievement. Leadership in "hard" jobs are always stressed as the bottom line. But a distinct "career" track is not readily apparent.

- 143. Complications concerning meeting career wickets to remain viable for promotion. I feel like I've fallen through some cracks in other communities.

- 144. Community Survivability

- 145. Future of the community...do we really have senior Navy leadership buy-in?

- 146. No formal training in place prior to taking a related HR job.

- 147. What opportunities are available?

- 148. No career path. I was commissioned in August '93 as an 1100, then was a 1700 and told to work on 'wide general knowledge' then back to 1100 and now told that we should specialize. Only now is there guidance when I am two years from retirement.

- 149. All the changes to my designator. It seems that as a 1200, our cadre of jobs should be better defined. I'm confused as to how we can be considered specialized, yet CO/XO of recruiting districts are offered up to all communities, i.e., anyone can just come in and handle an HR job -- which I don't think is really the case.…

- 150. I am confused by the Navy's unwillingness, after establishing HR as a restricted line community, to support its constituents as it supports other restricted line/staff corps communities (e.g., Supply Corps, Public Affairs): with established career milestones married to funded formal training, and clearly defined opportunities for upward mobility beyond O6. With such support, the Navy clearly ackn…

- 151. Lack of a clear career path.

- 152. Promotions Knowing what job to take to alignment my path for promotion.

- 153. I'm still confused as to where our community is headed. Are we still simply being used to fill billets that go unfilled?

- 154. The management of the 1100/1700 community. How was the board that met in Sep 2001 able to pick who should become a 1200 and who wouldn't be in just three weeks (even with a national disaster in the middle of that timeframe). What was used as the basis of selection.…

- 155. Lack of training Changing Designators and Career Path Concentration 3 Times!

- 156. Transitioning from 3100 to 1700 to 1100 to 1200 in a span of three years

- 157. The frequent changes in our designators, resulting in constantly changing

requirements for a successful career.

- 158. Lack of mentorship in career progression (Supply Corps).

- 159. Mixed signals cause the most confusion. Navy leadership says one thing (ex. HR community is vital), then actions and reality are something else (ex. but we do not need you in the critical HR jobs at say, N13). This is not new. While a young Fleet Support Officers the words were...principal assignments were just as valuable as leadership tours, yet selection board members seemed unable to make t…

- 160. Why Nuclear Engineering for Ens-LT (basically before transition to Engineering Duty) falls into HR.

- 161. Several factors have lead to junior HR Officer confusion and concern: 1. Lack of a clearly delineated HR career progression. 2. Inconsistent advice from the HR Detailing shop. 3. An XO screening process that does not adequately address nor allow for career milestone delays experienced by HR Officers at no fault of their own.…

- 162. designator changes that don't coincide with PRD therefore never felt I was on any particular track

- 163. It is the constant change in philosophy regarding the direction of the community. I don't feel confident that the rules will not change with the next change in senior leadership.

- 164. No identifiable career path.

- 165. lack of specific career milestones, and lack of specific career guidance.

- 166. THE BILLET BASE--WHAT HAPPENED TO THE 1100 JOBS THAT WERE SUPPOSED TO BE AVAILABLE TO US? PSA AND RECRUITING AS THE ONLY BILLETS AVAILABLE--NOT GOOD.

- 167. Career paths

- 168. The future of the HR Community and how Task Force Excel will impact it.

- 169. NOTHING

- 170. I am currently 2XFOS so my career path is pretty straightforward at this time.

- 171. How will the latest community change affect my future; how is the community perceived among other communities; how will my past experiences be compared with this new field (am I still competitive).

- 172. The constant changing of my designator.

- 173. The appropriate career path to follow.

- 174. Lack of organization and information in HR community; no clear career progression, lack of strong HR jobs

- 175. Just the frustration of having 4-5 designator changes. Also being about to seek out competent mentors during the designator changes. Seems like a lot of the good leaders leave everything another change takes place.

- 176. HR billet selections and availability for high performance jobs.

- 177. What tours will be most beneficial to my career and how to better improve my chances of getting those tours.

- 178. All of the changes that have occurred to the former GenURL community have been confusing. I joined the community because it was not so specialized. I enjoyed doing completely different things in each of my tours. I think it makes for a more well-rounded Officer.…

- 179. Not having information readily available. Of course, I understand that the community has gone through a significant transition.

- 180. I have no experience in HR community and am waiting to get into my job (EPO at MEPS El Paso - what is the job description of an EPO?).

- 181. A clear understanding of the expected outcomes from me by my community. Also difficulty in articulating how the HR Officer adds value to the organization.

- 182. The changing nature and requirements of my community. 1100 to 1700 to 1200.

- 183. The lack of leadership and role for our community. Including the lack of value the Navy has placed on the community as a whole. CNP can say he values us but as a whole the warfare community does not. The fact that we've changed designators four times hasn't helped. Also why did the 1100's end up with some of the 1200 command billets when they were supposed to go away? …

- 184. Lack of definition of the HR community.

- 185. Established career path.

- 186. 1700-1100-1200. Need I say more?

- 187. Lack of career guidance

- 188. Transfer between being a SWO and an HR

- 189. Where do we fit in today's Navy?

- 190. Detailing...it seems that jobs are given to individuals more for personal reasons than for the needs of the Navy. When looking at jobs for my next tour, I found out that all of them were already promised to others as much as two years before they were available. …

- 191. The lack of career guidance and a clear career progression.

- 192. Since joining the HR Community, I find the opportunities for jobs and advancement very limited. I also feel frustrated in the limited role we currently play in the realm of human resources management within the Navy.

- 193. The many changes and threatened changes to my Officer career field since I was commissioned just under 14 years ago.

Table 12.   Preferred Track

11. Do you prefer to see yourself on:		
Preference	Total	%
an XO/CO/Major Command track	136	68
Specialist (HR staff) track	62	31

Table 13.   Greatest Career Needs

12. What are your greatest career needs?

- 1. Masters Degree in HR related area.

- 2. To feel I am actively involved and contributing to the Navy Mission, i.e. Making a Difference.

- 3. Guidance & mentoring.

- 4. None.

- 7. Someone who is knowledgeable about what it takes to be successful, will evaluate my experience/record and make recommendations for next career moves.

- 8. My greatest career need is to progress in my career with each duty assignment. Knowing what are better assignments then others is always the key.

- 9. I need to get my certification, Masters, PhD and would like to become a major player in the Training Realm.

- 10. The "system" has not yet changed mind set to support a specialist track and without a commander command fitrep prior to the O6 board does not bode well. At this point my greatest career need is to finish a commander command tour. However, that does not match with family needs. My career needs are not

balanced with family needs. …

- 11. Senior persons to whom I can look for career advice.

- 12. MENTORSHIP AND NETWORKING

- 13. Need to learn more about career opportunities in HR. What jobs are available?

- 14. 1. Training 2. Guidance - being able to confidently answer the question "what do HR Officers do for the Navy?" 3. Participate in an HR role

- 15. Right now, a mentor in the community would help significantly. Like the SWO community, a set path outlined would assist in the decision making process concerning which job should I go to next.

- 16. Guidance, training and mentorship.

- 17. An MBA and a Master's Degree in a Technical Field

- 18. HR Certification and Post Grad degree

- 19. Continue to have great mentors.

- 20. An established career track and training specific to our leadership challenges as an HR Officer

- 21. Completing my Master's in HR - TA is limited and I do not have the GI bill. My initial plan to complete my education has been set back.

- 22. See #10 - establish clear guidelines of career path and be upfront if skills are obsolete and cannot be rectified in time for promotion to match Navy's "up or out" policy.

- 23. Consistency in career requirements

- 24. Either more 1200 coded billets, or the ability to fill non-1200 billets.

- 25. A variety of jobs within our specialty that enables us to actively employ the skills we have as HR professionals and the opportunity to go to sea as various points in our career (i.e., sea/shore rotation) in order to remain competitive with our fellow Officers (both line and staff) and gain credibility as a viable Officer community.…

- 26. Training

- 27. Good solid definition of a career path.

- 28. Command opportunity: I see fewer CO billets on the horizon as PSA's decrease in number. We need to get a stronger representation in the NETC Task

Force Excel area soon.

- 29. Clear path, need to know what I need to do in order to keep moving up the ladder to benefit the Navy and myself (continuous professional and personal growth).

- 30. Community Certainty

- 31. Strong community support. We are pushed around by other communities too much!!!!

- 32. Layout of career milestones, to accomplish what I see as my goals.

- 33. clear billet/assignment options for career planning

- 34. Gaining certification & finishing my Masters.

- 35. Leadership Tours

- 36. With the creation of the HR community, there needs to be some structured courses and training. I've been an "HR" Officer for the last 10 years, and I have had no opportunity to attend any kind of formal training. It's all been OJT, trial and error, seat of the pants.…

- 37. It would be hard to state because I find my needs vary depending on what job I'm filling. Currently my greatest needs are having a true understanding of the operational side of the Navy

- 38. Would like to be near the fleet, I love sea duty!

- 39. Joint duty

- 40. Number and diversity of XO/CO or equivalent billets needs to grow.

- 41. Training

- 43. A varied career path that will allow me to pursue great flexibility in job assignments, while still allow me to advance toward XO/CO/Major Command with out sacrificing professional competence.

- 44. More command opportunities that are not NRDs

- 45. Getting a clue how to prep for making CDR Command Screen from a realistic perspective...I cannot figure out why I didn't make it per traditional lines (e.g. I have leadership, overseas, top FITREPS, complimentary tours in core areas, and no adverse/easy hits like PT, homesteading, etc.). I would also like to have genuine HR training so I can offer more immediate depth to a unit than OJT and hard …

- 46. Promotion opportunities

- 47. As an 06? A billet structure of current and projected billet positions for the designator, which I believe we have, but also job descriptions. I'm not worried about flag level billets, I'm concerned with what billets I will be expected to fill, their location, and what the duties are.…

- 48. options for the future

- 49. To have the necessary info and other HR's to communicate with.

- 50. Would like a community listing to improve my ability to network. Would like a billet listing to improve my ability to manage my own career. Would like the opportunity to attend a professional conference of 1200s - whether Navy funded or at my own expense. Would like the opportunity to connect with other 1200s in an Internet-based forum. …

- 51. Proper guidance for the new HR community. I am willing to do what is necessary for my career I just need someone to tell me what to do.

- 52. My greatest career need is a mentor - someone who can tell me what is important and at what level.

- 53. Having someone who I can talk to about what the next steps in my career progression are so that I can make educated choices.

- 54. To be able to learn the necessary lessons from my predecessors so that I may be successful in my upcoming CO tour.

- 55. At this point, need to know if there's ever going to be a Flag Billet for HR. If not, then maybe the community needs to go the route of the specialist track, with XO/CO/Major Command as part of it.

- 56. Specialized training

- 57. 1. Clear guidance on career track/progression. 2. A forum to share information & experiences

- 58. To see the Navy invest in HR training and development, validate HR people and resources, develop and fund training, provide the scope of leadership and technical jobs to this community. If we are recruiting, accession etc, ensure the leadership opportunity is there for HR Officers not at the expense of cycling other community members through our pipeline. This invalidates the need for HR Officer…

- 59. Immediate need is getting in zone for LCDR. Had I remained a FSO, I would be in zone but I choose HRO and now my career progression is delayed even longer. Not what I was expecting. Fluid community communication would be very beneficial as well.

- 60. To be slated to an XO billet, which I screened for two boards ago.

- 61. Continued education and training. To stay abreast of HR trends, it is necessary to continually educate ones self. I have 23 yrs of service and used TA for my Masters. Because of the stipulation that Officers incur a 2 year obligation when using TA, this has deterred me from pursuing additional formal education and training. …

- 62. CHALLENGING ASSIGNMENTS

- 63. The right training to be effective in the given job.

- 64. XO/CO/ Major Command

- 65. To figure out how to get JPME II credit so that I am eligible for JSO. I was unable to attend after JPME I due to timing to get to a required enroute school for XO. I could not attend during my Joint Duty Assignment at OSD. I could not attend after OSD due to time AGAIN of PCO pipeline training.…

- 66. published career path

- 67. Understanding of the possible career paths desired by the community within the HR field. Specifically, If I want to remain within the Recruiting environment, how do I express this interest/desire and is remaining within a specific subset of HR (such as Recruiting) healthy for my career.…

- 68. If I move more into HR staff track, will need more training in OA, manpower programming, etc., as well as NETC side, which I have no background in. I am strong in personnel, detailing, and recruiting. Have also had lots of "leadership" assignments.

- 69. They are two-fold: space to grow and opportunity to operate within the widest scope of the HR professional. I feel constrained most of the time by my current options. Jobs open to me two years ago are now closed because I am now restricted line. My skills and talents are the same. I'd like to be able to use them in the widest possible arena.…

- 70. A challenging job, a good support staff, great location

- 72. Formal training Clear career path

- 73. HR related leadership Jobs. Civilian Corporations have HR Directors, HR Generalists, and HR Specialists (benefits, staff selection etc.). I believe that when the TF Excel 5 vector model is designed for the HR community, the Specialist track should have jobs that correlate to these job titles.…

- 74. Information from the Leaders in the Community and mentorship

- 75. Challenging jobs for my post command tours.

- 77. Transition assistance - translation of Navy related experience to civilian

occupations

- 79. HR related training.

- 80. Someone to recognize that there are as many Naval Reactors engineers in the Navy as there are Spec. Warfare Officers, yet we do not have a community.

- 81. Competitiveness and professional development culminating in a potential command opportunity.

- 82. Advice and mentoring from senior personnel on career-enhancing billets, career tracks, required education, etc. Formal HR training (for instance, the MPT/HR indoc course, as well as further education) should be closer and more available.

- 83. -Training, Training and more Training. -Mentor

- 84. Advice on what is important for career progression.

- 85. Would help to have more jobs to choose from. The needs of the Navy and the billets available most times require the needs/desires of the individual to come last. Also, throws off the timing for realistic career progression if one is serious about competing for promotion.…

- 86. I would like to know all the billets that are available, and what impact they will have on my career. BUPERS has all the information and should share. If an Officer is going to a hard fill they should at least know it.

- 87. Knowing what the future of community is and what to assist and mentor junior Officers on.

- 88. To remain competitive in the Navy and more specifically within my own community.

- 89. Career advice concerning assignment and promotion.

- 90. Direction on what to do to be competitive in this community since I am not filling a traditional HR billet.

- 91. Definition of a typical HR track.

- 92. I need to know what direction the community is heading. What is most important -- leadership or HR specialization? Is doing both tracks really possible and what the Navy needs? Is the leadership paradigm in the HR community being reevaluated? Will there be challenging HR jobs available for CDR's and CAPT's or will these continue to be reserved for URL Officers? Will there be any senior advoca…

- 93. Upward mobility.

- 94. Being able to perform in billets that require the skills developed as an HR professional. Also, somewhat related to question 11, is the ability to serve as a HR Specialist with the opportunity for satisfying leadership billets.

- 95. As stated in question 10 and looking through the HR career path figure on the HR page on BUPERS webpage, Post graduate school will give the theoretically overview, while actual HR assignments (MEPS, PSD etc..) will give me the experience I will need to be successful. …

- 96. A more specific career path that outlines career milestones.

- 97. Training, Mentorship, guidance

- 98. We must identify critical sea going billets so our community can provide added value to the active duty Navy in support of the CNO's vision.

- 99. Leadership opportunities teamplaying with those in senior leadership positions. Leading the teambuilding for large, command-functioned teams. HR-specific training and personal interaction with both military and civilian HR professional teams.

- 100. Legitimacy and acceptance of a specialist career path (track) that values good staff work in HR and sets me free of XO/CO ticket punching bondage!

- 101. formalized career training

- 102. A clearly defined career track, a copy of our billet base and an updated community listing. With these three items, individual HR Officers can plan ahead to ensure we've got what we need to make rank.

- 103. My greatest career needs consist of having an accurate road map of where best to focus my energy in order to stay progressive.

- 104. I have earned my MS in HR Management in the evenings/weekends. For those of us who have not utilized the PG school, and attained our Masters, is there any way for us to eventually take a PG tour to earn our Doctorate in HR?

- 106. Guidance.

- 107. Guidance on possible career tracks

- 108. Clarity in what career opportunities will be available.

- 109. That the selection board next year will be understanding that I didn't have time to complete an XO tour before coming into zone for CDR due to the expansion of the zone.

- 110. Understanding what experience I need in order to be an asset to the HR community. A better idea of the HR senior leadership and their background.

- 111. Community support. More job choice detailing process.

- 112. To have a clear understanding of how the selection board views certain billets. Is Training Officer on a carrier truly advantageous or would I be better served in a Recruiting billet?

- 113. Information on the most career enhancing jobs - where they are, what requirements are needed and any other information to be successful.

- 114. To successfully complete my CO tour and the SHRM course leading to the SPHR certification.

- 115. More information on community direction and career requirements.

- 116. Obtaining a mentor in HR.

- 117. Technical competency.

- 118. Training and education in order to gain the HR specialization.

- 119. Being later in my career, I do not know what can be provided that would be helpful. I am in the pilot program for the SHRM certifying exam and am finding the information interesting. If I were to go into a specialist track, this would be much more applicable. However, I am in a command with a large civilian labor force and a union, so I am definitely benefiting from the course. I believe my ca…

- 120. HR community training, development and future of the community identified.

- 121. Guidance that withstands the test of time. A resurgence of detailers detailing individuals one tour at a time with what's in the best interest of the Officer instead of penciling some Officers into jobs two and three years out (XO and CO billets included) and then blocking jobs or telling others that the jobs aren't available or can't be seen yet. …

- 122. Training in specific aspects of each assignment.

- 123. None, I'm retiring in a year or so.

- 124. I want to ensure that I am HR Credible and depending on who I talk to I am either very qualified or lacking in areas.

- 125. More mentorship and guidance, especially for those who are lateral transfers.

- 126. Training and Indoc!

- 127. Formal education and mentorship.

- 128. Understanding of career path...are there Flag billets identified yet in the HR

career path?

- 129. Knowing my options.

- 131. I'm on the down slope of my career. I've accomplished much more than I expected and have enjoyed it all. I will retire next year.

- 132. Prioritization

- 133. Certainty that this designator/community will survive.

- 134. no HR needs at this time

- 135. To be competent in the HR field, maybe do a tour working with several aspects of the Human Resources such as pay and benefits, Career choices, Recruiting (I worked at a MEPS so I know recruiting but from the processing side).

- 136. Consistency of "mentors" or experts in their guidance ... guidance and advise seems to be centered on what got the "mentor/advisor" where they are, there doesn't seem to be a central core wisdom that gets polished by personal experiences.

- 137. Job satisfaction. Helping others to promote/advance. More money! :)

- 138. I would like to see the HR community gain credibility within the Navy.

- 140. HR guidance.

- 141. Certification/civilian short courses

- 142. To find an XO job. Slated, but nothing is available for 1-2 yrs out. In the same timeframe I am eligible for 0-5, if up for 0-5, and not filling XO job, I may get passed over 1st and even 2nd look. Makes me quite nervous, really trying to get that XO slot, so I can be competitive for 0-5. Having someone that cares about my career, and will give the criticism, and/or critique-a mentor with knowle…

- 143. Challenge inherent in the job

- 144. if there indeed will be a clearly delineated career path, need a good explanation of why each of those steps matter in making the HR community of value to the Navy. "because the line does it that way" doesn't work for a restricted line community. what is it that makes an HR Officer UNIQUE to the Officer corps?…

- 145. Career potential. I'm very disappointed that the only command we really have to aspire to at this point is NRD. It almost seems as if we should be now designated Recruiting Officers instead of Human Resources Officers.

- 146. Give me the job...and I will work hard. I need to know the qualifications for

the next career milestone (need a good, stable career path). Also, I think it would be a good idea to publicize within the Navy what the 1200 community does, as many times senior leadership draws blank stares....…

- 147. A guideline of milestones that must be accomplished, and a visible plan for the future of the community. To the communities' credit, efforts are being made in that direction.

- 148. Post graduate school and leadership experience.

- 149. Clear list of events I need to accomplish to be an early promote

- 150. 1200 O7 billet

- 151. continuous training on HR related topics, including certification that will put me in line with a CO/XO track.

- 152. Understanding of the available opportunities, and how to engage in them.

- 153. Although I am nearing retirement I believe a mentor program would greatly help others. I only with it had come sooner in my career.

- 154. Right now I'd just like to ensure that I have the proper tools to do well the work assigned to me. I feel that I have "contacts" to whom I can turn if I get in a pickle, and I feel the community is very supportive of ensuring I have what I need to do well in the jobs assigned to me.…

- 155. I'm retiring this year, so I don't need much at this point...if I were a senior LCDR, however, I'd say my greatest career need would be for the Navy to do what I addressed in Block 10. Develop me professionally via executive technical training. Give me a specific career path that includes discrete opportunities for command and flag billets. …

- 156. Billet availability at the post Major Command level.

- 157. HR Mentor

- 158. Naval Postgraduate School

- 159. Leadership opportunities and education. After reading this survey, I feel like I'm extremely behind the power curve.

- 160. Continued guidance from OPNAV/BUPERS Clear career paths and training

- 161. Getting a masters degree and being XO screened.

- 162. Clarification on the career path of the HRO.

- 163. Mentorship, networking, and transitioning from Supply Corps to HR Community.

- 164. A Joint assignment would be nice. But this late in the game (currently I am an O6 select) it does not seem too terribly important.

- 166. Clearly and professionally delineated development milestones and assignment flow paths, coupled with honest and consistent detailing advice.

- 167. Training

- 168. clear consistent guidance

- 169. It is too late in game for me to have any.

- 170. Clear guidance on requirements for promotion (i.e. MBA vs. HR Masters, JPME, overseas tour, joint tour, diverse HR tours vs. specialization, etc) - or necessary accomplishments to be more competitive (letters for promotion boards, HR Certs, etc.)

- 171. INFORMATION AND COMMUNICATION FROM LEADERS IN THE COMMUNITY. AND GOOD JOBS.

- 172. Jobs that will keep me well in line for the next couple of ranks.

- 173. Leadership positions in the Education and Training subspecialty.

- 174. N/A

- 175. Not applicable. However, if I were staying HR I would think it would be clear-cut community career path guidance and professional training that was both applicable to the Navy and recognized by the civilian community as well.

- 176. Specifics. What exactly is expected from this career field? Often I feel like an undesignated Seaman. I have sincerely enjoyed GURL, Fleet Support, and anticipate great things from HR. But concrete objectives would be of great benefit.

- 177. None

- 178. Graduate education

- 179. Place I can go (Web) to get information on any aspect of the HR community - all billets (with description), all career milestones, answers to questions/points of contact, etc.

- 180. Having the ability to seek out mentoring and direction when needed. Question 11 was difficult to answer. I like the XO/CO/Major Command Track but would also like to maintain skills in HR Specialty.

- 181. ADMIN DEPT HD on Carrier, and the opportunity to be selected for the esteemed positions of CNPC and CNP.

- 182. Competitive quals/schools with peers to ensure retention/advancement.

- 183. More formalized training in each of the HR areas.

- 184. To become certified in the HR profession.

- 186. I need to find out what it is I am doing.

- 187. Mentoring Acceptance of both HR tracks (leadership/specialist). Clear feeling that both are equally acceptable and desirable to ensure that Officers in both fields have the depth and breadth in experience to be successful.

- 188. I am scheduled to retire in 18 months and I have a post-Navy career that I have prepared for. I would like to help junior Officers before I leave the Navy.

- 189. At the junior Officer level we need a clearly defined career path. Almost everyone I know has done something different. This has resulted in a real lack of cohesion or identity within our own community. It makes it very difficult to counsel the junior Officers on what they should be doing. At the senior Officer level we need some assurance that we will have 06 or major command opportunities.…

- 192. Guidance and wider variety of jobs to choose.

- 193. Personally I am set. However, I do not believe we have laid out a consistent career path for building HR expertise other than in generalist view. Believe we need to redo the billet base to gain some of those critical entry levels billets that will provide the solid foundation in Navy manpower/personnel processes.…

- 194. HR Training - Appears to be moving in the right direction!

- 195. Obtaining my HR masters

- 196. Command

- 197. Command

- 198. A clearer path to success (i.e. career milestones to aim for).

- 199. Good leadership job opportunities.

- 200. Opportunity upon transfer to attend Navy schools enroute that are norms (such as NAVLEAD, military justice, JFSC, etc).

PART IV: COMMUNITY SUPPORT

Table 14.   Mentor Benefits

13. Do you feel you could benefit by having a mentor who is also a senior leader?		
Benefit	Total	%
Yes	132	66
Maybe	57	29
No	10	5

Table 15.   Advice From Senior HR Officers

14. Have you contacted an HR Officer for advice who is not in your immediate chain of command?		
Advice	Total	%
0 times in the last year	43	22
1-3 times in the last year	97	49
4-6 times in the last year	41	21
7 or more times in the last year	18	9

Table 16.   Specific Mentor Issues

15. How could a mentor best address specific issues to support you?

- 1. Annual HR forum/conference Round table discussions Training

- 2. Provide advice and support for dealing with current command issues.

- 3. guidance...email or phone availability to address questions or concerns.

- 4. Could not.

- 7. Be available at specific career points for advice: before/during detailing window (12-15 months prior to PRD), prior to first O-4/5 board, after XO screening.

- 8. A mentor would be able to give career advice to the point "been there - done that". It would be nice to have someone you could bounce career options with as you progress through your career.

- 9. By telling me where I can find information to help me in my quest to strengthen the Navy through training. Networking is also important.

- 10. Be a sounding board and share experiences. What made that Officer

successful, what jobs to steer clear or what jobs would be career enhancing (at that time - it can change!)

- 11. By providing sound career advice based on experience and knowledge of the community's goals.

- 12. PROVIDE GUIDANCE ON CAREER PROGRESSION

- 13. Describe career opportunities.

- 14. Help in determining the next step - career progression. Give advice on "what to expect as an HR." Possibly discuss co-location issues/experience.

- 15. Since being selected for the HR community, I have called numerous HR Officers in San Diego, I asked them specific questions about what jobs to stay away from, which ones were career enhancing, which ones were career busters etc....

- 16. Mentors can only be effective if there is some base guidance on career progression, and training from the community from which they can work. Otherwise the mentorship becomes purely personal opinion and experience which may or may not be applicable any longer.…

- 17. A mentor could provide insight into my current working habits to identify which traits should be improved to make me a better engineer.

- 18. Talk to me about career path and the progression of our community.

- 19. Not sure what you are asking here.

- 21. Career Advice as to what I need to accomplish to improve my abilities to perform as an HR Officer. Experience - Lessons Learned

- 22. Assistance in selecting future assignments; networking; leadership philosophies and perspectives.

- 24. At this point, just keep us informed of community issues.

- 25. Provide advice in choosing a job that will help me to make strides both personally and professionally and will assist in networking when searching for my next assignment.

- 26. Provide experience and goals

- 27. Having direct e-mail or phone contact to answer individual questions or concerns. Having the ability to take issues forward to anyone who can actually make a difference.

- 28. Career guidance, best practices sharing of ideas, exploring new concepts and possibilities.

- 29. Tough question to answer because of all the uncertainties of the community. It is difficult for the senior Officer to be able to lend me advice as to what would or should be the next milestone--they are not necessarily sure--no fault of theirs. Mentor could help direct me in the right direction in order to be able to see 5-10 years out to plan my career path properly--setting goals.…

- 30. Email or phone.

- 32. Be able to answer my questions. Almost 100% of the time the answers I get from Seniors are VERY vague, to "I don't know either but I think......"

- 33. those previously successful in the same billets to act as a sounding board provide advice for follow-on assignments and the possible career impact

- 34. What billets are best for advancement? What should I concentrate on now? I am getting a Grad HR certification and my masters in education, is this a good route?

- 35. Where to go next?

- 36. Provide career guidance in the areas of training, leadership, and billet choices. Help to determine what would be most career enhancing to me personally in line with my specific career goals, not necessarily a cookie cutter approach that one size fits all.…

- 37. With the uncertainty of our true career progression, advise at my level would mostly fall into job choice decision support

- 38. Look at upcoming tours.

- 39. Have understanding of career progression/promotion issues

- 40. Via a website in conjunction with the HR Officer 5 vector model.

- 41. Career progression

- 43. Give an alternate viewpoint and assist with planning useful and rewarding tours.

- 45. Educating me on options and behind the scenes trends within our Community. Long-range, big-picture perspective of Navy needs. Candid assessment of my promotability/command screenability.

- 46. Career/job types

- 47. Just talking about options for a job or career. Honest assessment of possibilities.

- 48. sharing of experiences

- 49. By emailing or phone calls. Giving advise on which jobs is best. And what career milestones, you have to achieve at each paygrade (CO,XO,DH,Master Degree,HR Cert and positions to fill)

- 50. I am most interested in future career development options, i.e., what billets, education and qualifications I should be seeking.

- 51. The mentor would have to be knowledgeable about the direction of the HR community before he/she could possibly advise me. The mentor should also be able to advise me about FITREP bullets and how they should be worded.

- 52. A mentor could advise me on the important career milestones.

- 53. If local, having get-togethers to discuss the latest changes in the community and answer any specific questions.

- 54. by providing career guidance, potential pitfalls, etc.

- 56. Provide advice and resources - where to look, what to look for, how to get started and proceed with an issue

- 57. More on general leadership and performance issues. How to do a good job, and generate a genuine, team-oriented, high performance organization.

- 58. what is the future of our community? Is there a career progression or are the top jobs going to go to other community members at the senior paygrades? What do we tell/advise up coming potential HRs about this community? Are we always going to absorb those warfighters who, at senior O-5/6 levels convert to HR as academic instructors and are we going to have a shot at these billets as well? Wher…

- 59. Provide guidance in selecting positions available. Additionally, provide community updates on a frequent basis.

- 60. Duty assignment information.

- 62. SHARING LEARNING EXPERIENCES AND EXPRESSING A GENUINE CONCERN FOR THE INDIVIDUAL

- 63. By providing advice.

- 64. NA

- 66. Likelihood of orders in 2 years and potential assignments

- 67. This is a difficult question. Since the HR community is so new, most of its senior leadership has different ideas about what is best. There is too much speculation for my comfort level. Once our community has settled down, I'm sure the greatest benefit will be in career path advise.…

- 68. Recommend training resources.

- 69. A mentor who could help me discern the value and importance placed on assignments would be very helpful. The problem I have found with mentoring is that the knowledge of senior Officers seems outdated as the designators keep switching and the mission keeps changing.…

- 70. None

- 71. What is the best "next-step" to take? What resources are available for HR personnel

- 72. They could best address specific issues if they are well informed. It seems like most of us are trying to figure out what we need to do at this point.

- 73. FAQ/discussion board threads on our web site

- 74. through email

- 75. Career progression

- 77. Transition networking. Providing info for me to mentor others while I am still on AD. Staying abreast of issues within the community.

- 79. By providing advice on fitness reports; career moves and follow-on orders.

- 80. NAVSEA 08 integration with the HR community is impossible.

- 81. I think e-mail and letters are a great forum. With such a demand on time, e-mail and an occasional phone call would perhaps be the more personal method.

- 82. Sit down with me, review my career history, and provide advice for the future.

- 83. - Lead by example (experience). - Advice and support concerning career options. - Act as the residential expert in HR matters.

- 84. With my varied background (NLTU instructor, Recruiting EPO, Financial mgmt masters degree, MEPS Commander) What would be the next logical job for me? I received conflicting advice. Some say a tour at the Pentagon to work on the budget process (I was a Conrad Scholar at NPS), some say a Navy recruiting XO/CO, some say a tour in Millington, TN so I can establish myself in the "heart of our communi…

- 85. Honestly I'm not really interested in receiving any more good advice~

- 86. We had "mentors" when we were 1700's most of whom I met were on their last assignment or next to last and really were not in touch with what was going on except for going to community meetings or receiving emails. For the early part of our community no one should be allowed to be a mentor who hasn't sat in on an

HR promotion board. As we grow then there will be more corporate knowledge and they w…

- 87. Update on future of community and plans.

- 88. via email

- 89. Conversation and advice in job selection, boards, etc.

- 90. One on One counsel that addresses specific issues

- 91. Being available for HR questions would be most beneficial.

- 92. I think that our mentors must be in tune with the community's direction and be willing to voice their opinions, exercise leadership and influence that direction while always keeping their eyes on the target -- are we important to the Navy's mission? That's the bottom line...are we supporting the Navy? …

- 93. Give me good career guidance.

- 94. Be available by email or online group

- 95. From the perspective of a newly assigned HR Officer, a better understanding of the functions of each assignment, for example, your duties at a MEPS, a PSD, NRD, etc.. would greatly enhance my knowledge and foresight of planning my career and understanding the entire operations of Human Resources in the Navy.…

- 96. 1. Since I am a lateral transfer, it would be nice to know what my chances are at promotion. I did well in the Supply Corps and have done well since laterally transferring into the HR community. However, it is difficult to know where I stand into relation to other lat transfers into the community and HR's who have been doing this job all their career. …

- 97. Forward pertinent information to me, recommend courses of action for me to better prepare myself for my career.

- 98. Simply be available for discussion and guidance.

- 99. By being a more objective third-party who could act as an "external consultant". A mentor from within my chain of command with little or no HR training would be more of an obstacle than any type of help or support. Use interactive feedback to drive progress.…

- 100. Help me plug into Navy HR action, trends, information

- 101. sounding board outside perspective

- 102. Personally, I could really use a cheerleader for the community. At this point, my enthusiasm and trust are about gone. Having a senior leader to be optimistic

and encouraging about our community would really boost my confidence in our future.

- 103. A senior mentor could possible address some of the concerns one may have when they have not screened for CO, but seek other alternatives to stay promotable. I think just having someone to bounce job options off of could be of a great help.

- 104. Perhaps, if a mentor was a person who had already performed the billet you are currently in; they could assist you with unusual situations. However, because the community is so young; it is difficult to believe that there are many subject matter experts floating around out there.…

- 106. Knowing where the community is headed and not guessing. Senior Officers are still not sure what they should tell junior Officers.

- 108. Insight on community issues and serve as a sounding board.

- 109. Help me get career enhancing billets.

- 110. Talk, e-mail with advice and otherwise just point me in the right direction.

- 111. Shared information on specific areas of training and job matches.

- 112. Honest feedback and outlook on career

- 113. See # 10 and 15 above.

- 114. Assist with selection of follow on tour.

- 115. Unknown

- 116. Give advice on what assignments I should or should not take.

- 117. I don't work in Human Resources, so I don't need a mentor.

- 118. Provide accurate insight into the future of our community, proper career progression, how boards look a record, latest and greatest in the HR community from a seasoned perspective.

- 119. Two ways. First by being abreast of what the community is looking for as far as career progression and education requirements. Secondly, by being experienced with board procedures and how best to provide the type of FITREP input which will be most useful to boards.…

- 120. future of the HR community, formal HR training prospects, exchange latest HR information

- 121. I don't know. Seems that it depends where the mentor falls into the pecking order. Two or three O-6's from around the country have been giving out the same

advice but all three stated they weren't sure the information they had was the most up to date or was going to stay that way.…

- 122. Tell me where to go to get training or info I need to be productive in my assignments.

- 123. I don't need a mentor @ this stage of my career. However, I had several mentors throughout my 25 years who I used a great deal. They were not only in my community, but others also.

- 124. The mentor needs to be knowledgeable about the HR track. Most only base it on their past experiences and not on what the current requirements are. This is a new community so who really has the necessary experience to offer in order to be successful in this community? …

- 125. Maintain a mentor address book on the web-site which has all the HR members and their billets / background available for other HR members to access via e-mail.

- 126. Information and training on where HR fits.

- 127. Provide billet descriptions and advice on detailing. Often have to make job decisions that require a choice between leadership, broadening base of HR knowledge and specializing in something that we have experience in. Mentors help make those kind of decision.…

- 128. To serve as a sounding board and provide advice on career issues.

- 129. I would look for help knowing what possibilities there are for lateral transfers.

- 130. I am not certain what skills I need to develop to become an effective HR specialist.

- 131. At this point in my career, I need a senior mentor - an admiral, to advise me on the future direction of the community so I can be a better mentor to junior Officers.

- 132. Let me know what is unimportant

- 133. What track to take...leadership/specialty/both?

- 134. I do not perform HR tasks and do not believe an HR mentor would be of tremendous value.

- 135. Issues such as career progression, what to have accomplished for promotion boards, what base closures are taking place, what are some good billets and not so good billets to go for. These issues could be addressed on a website or by email.

- 136. Understanding current issues and if they don't have the seemingly logical

rationale, maybe they know someone who does.

- 137. Career progression. Jobs/locality issues. Joint arena and Staff College options. Whether Joint is really a ticket for HR community.

- 138. A mentor who is a "sounding board" would be helpful to me with specific issues that I may have.

- 139. Provide insight on how the selection board process works.

- 141. Advice on which jobs to peruse to meet career milestones

- 142. Being honest about career path, job selection, promotion etc. Knowing which jobs and which commands and/or individuals to work for and/or with. Mentor has been there, done that, so passing on the info and caring about the individuals needs. Knowing the next step or goal that needs to be considered and accomplished.…

- 143. Via email

- 144. must say here that there is an inherent risk in a formal mentoring program. one-to-one mentoring could lend itself far too easily to protectionism and cronyism.

- 145. Being direct and honest about the knowns and unknowns of where we are and where we are going in the HR community.

- 146. A mentor can give valuable insights on specific work-related situations, which will help result in a win-win situation, as well as in describing various Navy billets. My experience is that mentors will give the straight answer, and I have always found my "mentors" to be helpful and sincere, and have gone to different "mentors" depending upon the issue. …

- 147. Having someone with whom you can discuss career options, or provide directions on job challenges would be great.

- 148. Detailed career planning given the circumstances in my past (medical and other). Fighting to get me the billets that will best enhance my career progression.

- 149. Let me know what selection boards are looking for and how to attain specifically what I need to progress.

- 150. Sounding board

- 151. Keep me in tune with the vast information concerning HR. NAVMAC does a great job in listing seminars on HR topics within the local community.

- 152. I am in a unique area of work that does not coincide with the tradition HR track. However, I would still like to gain a knowledge of what the HR track entails.

- 154. Via email, but follow up with phone calls or face-to-face meetings.

- 155. At this point, it's little more than commiseration.

- 158. Certainly, career advice would be ideal.

- 159. I'm not sure. I've never been part of a formal mentor program. Up to this point I've had mentors from different career fields. The thing they all had in common was that I knew them and admired their leadership skills. The emphasis in my career up to this point has been leadership, now I feel that my career focuses more on being a staff expert. It's going to be an adjustment.…

- 160. Provide career experience and advice Provide connectivity with professional network

- 161. Guidance on career track and direction of the community would be helpful

- 162. By acting as a sounding board for various situations or decisions -- both career-related and job-related -- I'm considering, and by providing objective advice.

- 163. Meetings, socials, web site, newsletter, and e-mail.

- 164. I have no specific issues looming at this time. However, just having someone to go to, who has the time and willingness to engage is helpful.

- 165. Understand my role in various career path positions and point in the right direction when I am flailing about due to inexperience.

- 166. Provide answers consistent with the advice offered by the detailing shop. Our mentors, in most cases, see the HR community development track much differently than do the detailers. In some cases, I have received mentoring from senior HRs warning me not to put any stake in what my detailer has said.…

- 167. Might be able to tell me what jobs are out there and what they mean or entail

- 168. I feel that a mentor is only effective if they have current information. I don't believe that leadership has consistently provided the 05/06 levels of the community with the tools they needed to become effective mentors.

- 170. Insight on what senior leadership views as important for promotion.

- 171. PROVIDE CAREER INFORMATION

- 172. By sharing experiences.

- 173. Be available and prompt when I have questions. Be supportive in my career path. Help me network with the right people to get where I want to go.

- 174. Types of commands available for advancement

- 175. Not applicable.

- 176. Someone who is senior that has information as it directly relates to my career field. I have been 1 of 1 for so long, and there are few people locally that I can interact with regarding the direction of the HR community.

- 177. not possible

- 178. Informational sessions

- 179. The mentor will have to know what is going on in the HR community. If that knowledge is made available to mentors, why not to everyone? Mentors will then be those who've actually acted on the information, and have achieved career milestones.

- 180. Maintain and open door policy and also an open forum.

- 181. Know my background and my career intentions. Be a hard charger, have military operational expertise (i.e. War College, sea time).

- 182. Phone calls with one on one counseling.

- 183. Don't know

- 184. A mentor would be helpful in discussing career issues, in particular, job assignment.

- 186. Let me know what my options are and how to go about getting promoted (i.e. what makes sense).

- 187. A mentor who is wise and experienced in HR matters and Navy matters could be instrumental in helping more junior Officers be aware of opportunities of growth and development. Each relationship will be different and should not necessarily be designed to give every junior Officer the idea that they will be promoted to the next rank or that with a mentor they can achieve the rank of Admiral. The …

- 188. Reply to specific questions.

- 189. Currently the info many of my peers and I would like to see is what is our future in the Navy. What role are we playing? No one I know has a good feeling about this. This could be done via more frequent web page updates and annual conferences.

- 193. Identify: possible future assignments, skills needed to expand HR expertise, critique weaknesses and etc.

- 194. Personal Contact - phone, e-mail, etc Mentors must be knowledgeable of HR career path, priorities, training, direction, etc.

- 195. Guide me to the correct path

- 196. Experience with the system is what is beneficial.

- 197. Don't know, really. I believe that at this point the ideals of the senior leadership do not match the direction that HR seems to want to go.

- 198. Depends on the availability and compatibility of the mentor. In a perfect world, prefer to find mentors in chain of command.

- 199. Discuss job and advancement choices and opportunities, as well as specific job-related scenarios and situations and how to most effectively deal with them.

- 200. not sure

Table 17.   Most Helpful Support

16. Which types of support do you think would be most helpful to you?		
Type Support	Total	%
One-to-one mentoring		
Very Helpful	111	56
Somewhat Helpful	64	32
Not a Need	24	12
Informal sessions (before/after work, during lunch, "Brown Bag Chats", etc)		
Very Helpful	69	35
Somewhat Helpful	98	49
Not a Need	32	16
Formal Human Resource meetings or sessions		
Very Helpful	90	45
Somewhat Helpful	83	42
Not a Need	25	13
Workshops on timely Human Resource issues		
Very Helpful	113	57
Somewhat Helpful	67	34
Not a Need	19	10
Workshops on general Navy issues		
Very Helpful	48	24
Somewhat Helpful	110	55
Not a Need	41	21

Opportunities to learn from senior Officers		
Very Helpful	108	54
Somewhat Helpful	76	38
Not a Need	14	7
Web-based HR collaboration space		
Very Helpful	80	40
Somewhat Helpful	97	49
Not a Need	22	11
Study groups on topics of common interest		
Very Helpful	38	19
Somewhat Helpful	98	49
Not a Need	62	31

Table 18.   Comments on HR Support

17. What other types of support do you think would be helpful, other than those listed previously in Question 16?

- 2. Forum for open dialog with other members who truly hope to contribute to the HR mission. Support for involvement in community HR groups, such as local chapter of SHRM or ASTD

- 3. online email/phone directory of all HR Officers including their locations, PRDs billet summaries, etc.

- 4. none

- 7. Question 16 covered it.

- 9. A newsletter and points of contact, perhaps on the HR website. These are always good.

- 11. Updated information about the community via the HR web page in a more timely manner.

- 12. NONE

- 13. None

- 14. The HR intro training that was initiated. An opportunity to meet with the detailers.

- 15. If it does not already exist, an HR newsletter (you could even put it on-line) that would be quarterly one stop shopping for HR Officers to visit to get updated

info about the community, dos and don'ts for billets, etc... Additionally, in the SWO community we have an email network, ours is specifically for females however, like the email you sent about the survey, HR Officers could ask guestion…

- 16. Can't think of any at this time.

- 17. none

- 18. HR Conference

- 21. A point of contact list to identify types of jobs and years of experience. New HR Officers could use this list to seek advice or assistance.

- 25. We need senior leadership who will fight for the good jobs.

- 28. From the Navy Knowledge Online, we need chat passwords organized for secure access to these rooms. We could benefit from a Job advertisement section where we could enter and discuss our qualification, experience and opportunity.

- 29. None at this time

- 30. None

- 32. Extend the topics in Question #16 to include an outcome/reason that is worth while. Also, the helpful of a mentor will depend on their level of knowledge and interest.

- 33. List of Mentor volunteers at various paygrades with bios/background info available that are accessible for phone calls/emails...

- 34. A HR text or SOP for certain issues. That way we are all operating on a "Navy standard."

- 35. n/a

- 36. Formal courses

- 37. none that I can think of at this time

- 38. A regular electronic newsgram on where we are going.

- 40. Formal community training at different levels of leadership/expertise.

- 43. A "personal" mentor who would be available to me either by email or phone, and would not mind discussing my career with me.

- 47. none.

- 48. ????????????????

- 49. A list of HR Officers, phone numbers, billet held and PRD dates. We could talk to fellow HR's, who may be going thru the same situation that you are in or were in. It would help the Detailers out, knowing that everybody could/would have a detail listing of PRD's, phone, email and billets. Making it easier for fellow HR's to call around and discuss future assignments.…

- 50. Because I am geographically remote, in an area with few 1200s, the virtual forums will likely be most consistently accessible and useful to me. However, I really would like the opportunity to occasionally attend a regional or all-Navy 1200 conference if one is offered. …

- 51. Annual briefs by Community Manager and other senior Officers....kind of like a road show.

- 54. none

- 56. Clear career path with specialized training in HR areas to cover both military and civilian HR areas

- 57. none.

- 58. On-line chat/community development and future with community sponsor and senior members. Need to address the issues generated by so many years of uncertainty with cranking open the information gates. Address the questions, frustrations, good/bad/ugly openly and honestly.…

- 59. Whole community Billet listings with PRD's and location.

- 60. More information from the Detailing Shop, such as, what billets are opening up down the road that we can try to position ourselves for through networking or education.

- 62. WHERE DO YOU SEE THE FUTURE OF HR IN THE NAVY? WHICH BILLETS DO YOU THINK HR OFFICERS SHOULD FILL, BUT ARE NOT PRESENTLY FILLING OR VICE VERSA?

- 63. Yearly conferences on current HR issues.

- 64. none

- 66. website information. list of members.list of billets.

- 68. Formal schoolhouse training.

- 69. The list above is quite comprehensive.

- 70. None

- 71. Website with posted material

- 72. Most are covered above.

- 73. Since we have an influx of mid-grade Officers each year we should have an annual conference to initiate the networking/mentoring process.

- 79. Info via email.

- 80. A special community for NAVSEA 08 Officers.

- 81. Professional publications (i.e. HR community magazine with similar forum as Proceedings that allow thought provoking articles and discussions).

- 82. None at this time.

- 84. I am stationed at a MEPS far away from a Navy base, so something web-based would be the only realistic option for me.

- 85. JASS for Officers

- 88. formal written briefs from senior community leader, in the form of a newsletter, email or message on the web.

- 89. I have nothing to offer at this time.

- 90. ?

- 91. None

- 92. As I mentioned earlier, support in the form of some definitive steps forward for the community or perhaps a definitive step to end the community.

- 93. Formal education at a local college or university.

- 95. I feel the eight types of support listed above cover all aspects necessary to gain knowledge for any occupation.

- 96. Just like leadership courses that we are required to attend as we progress thru our careers, it would be nice to have a: 1. Basic Human Resource Course 2. Intermediate Human Resource Course 3. Advance Human Resource Course

- 97. Suggested readings/websites with pertinent/relevant info.

- 98. We need to proactively address the knowledge management issues of active duty and reserve force. Navy's Total Force must be examined as a whole and eliminate the stove pipes and redundancies. We must have assistance with SMRDP and accurate manpower types.…

- 99. Mobile HR teams which would "tour" each command to teamplay/facilitate specific command issues by working with key personnel (CO, XO, CMC, Wardroom, Chiefs' Mess, Career Counselors, and Training Department). This

team would collect & analyze "real-time" feedback.…

- 100. A monthly scheduled hour Navy HR chat session online with CNO/CNP/Top HR Officer/SHRM leader etc.

- 103. None.

- 104. Annual gatherings within current specialties (i.e. recruiters) to discuss new techniques and share experiences and ideas.

- 106. None at this time

- 110. Bring back the regional community fellowship! I found it so beneficial to have monthly luncheons, etc. among FSOs and now hope for that in the HR community.

- 111. Partnerships with HR certified agencies. In other words, an insider approach to bridge the gap between private and federal practices. The push for "best practices" would be realized much easier if more information was available on what has already been achieved in the private sector.…

- 113. Can't think of any.

- 114. None.

- 115. None

- 116. N/A.

- 117. Why am I designated as a Human Resources Officer again?

- 119. None

- 120. formal HR training

- 121. Don't have any input at this time.

- 122. Training Opportunities

- 123. Having a well planned career path to follow and have other communities understand it and respect it.

- 125. Web-site database of all HR members and their current billets and past experiences/background.

- 128. More information posted on Detailer web page on career paths.

- 130. None

- 131. visits by detailers to Fleet concentration areas. Email by senior leaders (community admiral) to all Officers on a periodic basis.

- 132. Online manuals

- 134. none

- 135. I think the previous list covered most of the support. It would be nice if in the future I could meet face to face with the detailers that have a list of coded 1200 billets with duty stations. I was told that only one 1200 billet exists in the entire city of Los Angeles, CA (I begged to go there for my next command but was unable to get Los Angeles CA)....

- 136. No other suggestions

- 137. An HR Directory with phone numbers of our counterparts. Collaboration with major businesses...i.e...IBM, MCI, AT&T, USAA etc....internships perhaps.

- 141. Formal web-based training

- 142. Open line of communications, inviting and involving HR members.

- 143. Above list is complete

- 144. n/a

- 146. I think you have the entire spectrum. Just exchanging ideas, cross-pollination, sometimes helps to vet a problem.

- 148. Thus far the job has not been overly technical or impossible to complete. The biggest thing for me at this time is career progression and billet selection.

- 151. none that I can think of right now..

- 154. I think the "chat session" listed above is the most fruitful of all the choices.

- 155. None

- 158. We need to hear from our #1 advocate in the upper echelon. We need legitimacy and not just lip service.

- 159. Navy sponsored education. Again, I have no formal education on Human Resources. I already have a Masters Degree, but not Manpower or Training.

- 161. Guide similar to what Supply Corps provides it's Officers along with a more formal in-depth training pipeline.

- 163. NONE, ALL WERE MENTIONED.

- 164. None.

- 166. Clear, consistent and timely advice posted on the HR Community website.

- 171. COMMUNICATION WITH COMMUNITY LEADERS

- 173. I know there's a HR Handbook coming out, and this might answer some questions...however, right now I don't know the documentation to look in for general questions (AQD credit) and this isn't on the HR website. An instruction would be so helpful.

- 174. N/A

- 175. Information regarding others' experiences in certain jobs, passing on job specific information, etc. In our community, it is often hard to discern what a certain billet is really about and what the job actually entails.

- 177. NONE

- 179. See my comments above on Web-based information.

- 181. JPME and HR certification study groups.

- 182. N/A

- 183. None

- 184. I can't think of anything at the moment.

- 186. Mostly getting a feel for what HR is/does and where the NAVY is going with it. I don't understand it yet but I want to get familiar and find out what I can do and where I can go. I guess a couple of senior Officers posting info on the HR website would do nice stuff for me personally.…

- 188. None

- 189. Provide information on the future of our community. Currently many commands and even the manpower analysts are recommending our positions be filled by warfare community or LDOs.

- 193. I like the workshops or PATs that brings Navy HR expertise to address critical Navy HR issues. Great need for modeling prior to execution.

- 194. Detailer information on HR website (e.g. shortage of XO billets, billets available, etc.).

- 195. A GEV program similar to SWO

- 196. An all HR Conference...similar to the style of SHRM offers.

- 197. Have an updated, accurate list of available jobs on the website.

- 199. HR Officer Annual or Bi-annual conferences for updates on general HR topics, or meetings on specific topics of interest.

- 200. stability in and for our community

Table 19.   Desire for Collaboration

18. Would you participate in an online HR Officer community and collaborate with other community members?		
Participate	Total	%
Yes	133	67
Maybe	56	28
No	10	5

Table 20.   Desire For On-Line Discussion

19. Would you participate in a facilitated online question and answer session with Navy leaders and HR experts?		
Participate	Total	%
Yes	134	67
Maybe	55	28
No	10	5

Table 21.   Peer Support

20. Would you be interested in providing and/or receiving help from your peers?		
Help	Total	%
Yes, both	141	71
Yes, but I would prefer to provide mentoring	14	7
Yes, but I would prefer to receive mentoring	19	10
Maybe	22	11
No	3	2

Table 22.   Mentor Qualifications

21. Do you feel you have the right qualifications to be a mentor?		
Right Qualifications	Total	%
I always find time to help.		
Yes	141	71
Somewhat	54	27
No	3	2
I have a good range of networks and contacts that can be utilized appropriately.		
Yes	55	28

Somewhat	97	49
No	46	23
I am easy to approach.		
Yes	174	87
Somewhat	23	12
No	1	1
I know what I am talking about - I am good at my job.		
Yes	144	72
Somewhat	46	23
No	7	4
I am encouraging.		
Yes	172	86
Somewhat	23	12
No	3	2
I am a positive role model in terms of my own achievements.		
Yes	166	83
Somewhat	28	14
No	4	2
I am enthusiastic about mentoring.		
Yes	128	64
Somewhat	61	31
No	7	4
I am open to new ideas.		
Yes	180	90
Somewhat	17	9
No	1	1
I have a genuine desire to empower.		
Yes	167	84
Somewhat	30	15
No	1	1

Table 23.   Additional Comments

22. Please provide any additional comments:

- 2. I hope the future of the Human Resources Community is a group of like-minded individuals who are truly committed and eager to make positive and substantial changes to strengthen the Navy and not relegate HR to a mere Admin function.

- 3. It would be great if we could organize groups (based on location) of HR Officers who are preparing for the HR Certification exam. I plan on taking the exam Dec 2003. (which is about a year after receiving the pilot correspondence/HR prep course.

- 4. I would be happy to be a mentor.

- 7. None

- 8. I would be on board 100 percent with any mentoring program the HR community develops.

- 9. The weaknesses that I describe above will be remedied through a networking system that the standing up of a mentoring program. I would very much like to be a large contributor and strong mentor in this endeavor, however, I do not feel that I have enough knowledge that goes past the entry level, just having become an HR myself. I have only my ideas and some focused ambitions. With your help, pe…

- 10. I support the above as long as they do not turn into "complaining" sessions.

- 11. The one thing that our community has always lacked in my opinion was keeping members of the community informed. We have been too secretive in a lot of cases. It's our community and we should be aware of what decisions are being discussed/made in regards to it. Often times, we find out by accident or after the fact. It is important for people to know what is actually going on rather than hearin…

- 12. NONE

- 13. My rank is LTJG, but this choice was not available.

- 14. Although I am interested in the mentoring concept, at this point in my career, it's best for me to absorb information rather than put any out. I am too new to this community to really be of assistance to anyone, unless they are asking generic questions.

- 15. I believe I am a successful mentor in the SWO community, having limited experience in the HR community I'm not sure how good of a mentor I'd be HR wise, but Officer wise I'd be fine. At this point in my career and with the transition into the HR community, having a mentor myself would help me significantly. …

- 17. No additional comments

- 21. I am excited about this opportunity to work within this field. Mentoring /

networking with other HR Officers would be a major plus to me.

- 24. I do provide mentoring in my current position.

- 25. None.

- 26. I'm not sure I qualify as the standard "human resources Officer." I work at NAVSEA 08 and am a nuclear engineer.

- 28. It's a pleasure to take this survey- It makes me feel hopeful and positive about our future as HROs.

- 30. none

- 33. It's nice to see the current efforts in the community, i.e. survey, certification, training courses, etc. Keep up the good work and let me know if I can help.

- 34. I have fielded some questions from others in the PACNORWEST concerning how I got my job and what is HR about. I am new to the community and am still learning. Recruiting and education/training seemed to be my calling. I am very personable and will help and talk with anybody. Being new to the community, I might be the best source of info but I can provide my experience.…

- 35. n/a

- 36. I had a very successful 5 year tour (back to back) in recruiting, and I absolutely loved it. I would be a very effective mentor for someone in that area. However, I have very limited skills/knowledge in other areas of HR. I have enrolled in the pilot program for HR Certification, and I believe that to be a big step in the right direction. I am currently in an Admin Officer billet at an IUSS co…

- 37. None

- 38. I am in the best job in the Navy as a Training Officer on a carrier deployed in the Gulf! Sea duty is much better than people think!

- 45. I transfer in a few months, to BUPERS (PERS-45 area, not sure which Branch).

- 47. none.

- 48. I want our community to be valued not just by those in it, but by the entire Navy (Big Navy leadership included). This would be a refreshing change.

- 49. A mentoring system is only as good as its leaders. The FSO's community, used to have a mentoring data base that was never used. And when I did meet a senior FSO, it came across, that I was a burdensome to them asking for info and guidance.

- 50. Thanks very much for the great survey. Sounds like we are headed in the right direction as a community!

- 51. Since I am currently doing my first tour in HR, I am not as up to speed on HR as someone who has done an HR tour in the past but, I am more than willing to help anyone that I can.

- 54. Thank you for designing this survey, it is a great first step!

- 56. In my opinion, the HR career path should be closely aligned with the civilian HR career path or the title HR is misleading. Please do those junior Officers who are just entering the community a fair chance to know what is expected of them long term and provide them with the training and resources to have a fair chance of excelling. Thank you.…

- 57. none.

- 58. I believe that active mentoring is a must for our community. I have been mentored in past assignments by Officers from other communities but have always gathered all the info I could about my community, expectations, career progression. I have actively mentored junior HRs as part of tours/assignments and would be interested in assisting junior Officers in providing an sounding board and ideas fo…

- 59. Thanks for this survey and gathering our insights. V/r, LT Shelley Anderson

- 64. none to provide

- 66. I have recently returned to active duty. My reserve background as a mentor might not be useful to other HR Officers.

- 67. I will only be at my included contact information until June 2003. After that I will be at PSD RTC Great Lakes.

- 68. My biggest challenge is time -- I'm swamped!

- 69. I admit to being a dinosaur in the emerging Human Resources community. As the community loses people like me who have no warfare pin to "prove" that their Human Resource knowledge is credible, its acceptance within the wider Navy will be greater. Unfortunately with the changes in the regulations covering warfare qualifications, I am unable to obtain a pin. I find this circumstance a handicap ev…

- 70. None

- 72. It would be helpful to have a 1 or 2 day national meeting to discuss issues in an open forum. The Community Manager and detailers as well as senior members who sat on recent promotion boards could provide career guidance as well.

- 75. a more open and interactive detailing environment like other communities

- 77. Difficult to provide advice to junior members based on my own experience since things have changed so drastically. I do not feel that I have adequate knowledge to guide someone in a career path because I can't honestly say what that might be.

- 79. More information for those not close to a Navy community would be helpful.

- 80. I am a Naval Reactors (NAVSEA 08) engineer.

- 81. Currently taking the SHRM PHR course and preparing for the HRCI PHR examination. If anyone has been through this program or is currently undertaking this certification, any guidance or counsel would be welcomed.

- 82. None at this time.

- 85. Give us a set pipeline to follow and enough billets to support career progression. If you build it- they will come!

- 89. I have nothing further to offer.

- 90. No additional comments at this time.

- 92. Thanks for the opportunity to discuss my thoughts.

- 93. None.

- 94. I am serving overseas, so my phone number is (the space in block 23 would not accept the complete number) 011-39-081-724-4233 and DSN is 625-4233

- 95. Though I currently don't have the requisite training to offer mentoring as a Human resources Officer, I feel once I do gain the knowledge/ experience, I foresee myself actively involved in a mentorship program. This is a terrific way to get people trained in a non-formal way allowing for training of a specific topic that one may be weak on. I feel it also give a 'team' environment that encourag…

- 97. I value the chance to complete this survey. Very rarely has my opinion been requested. I hope the information gathered from this survey is distributed to the HR community for our learning/benefit.

- 98. The time is now for the HR community to make a positive contribution to the Navy and our nation. We must not delay.

- 99. I love people and am a well-seasoned leader/team builder. I am better suited to lead from a more personal basis than over an internet. I'd be great as a Training Officer on an aircraft carrier or a team leader of a mobile team to assist (fleet) commands.…

- 100. I hope this works!

- 103. N/A.

- 104. I have not performed any HR work, and would (obviously) not be well suited to be a mentor at this time. These initiatives all sound quite promising. However, they must be set up in a manner that allows individuals to access them when they can. If this becomes a virtual meeting scenario with required times to be on line; I believe it could get out of hand. People will get aggravated if they are …

- 106. None

- 110. Absolutely every one of those apply to me, but I have to admit I am still trying to figure the community out. Last year I came pretty close to being a "Mentor" to a new SWO convertee at a previous command. I gave him the best advice I could on where to go (he is at an NRD now!) and where I saw the HR community in relation to its role in our Navy. We had a lot of great discussions, but I had also …

- 114. I enjoy mentoring but often feel as if I am providing advice based on my past experiences without the benefit of top level insight into the community. It would be great if community information was pushed to the mentors to supplement our own personal experiences.…

- 115. None

- 116. N/A.

- 117. A bunch of engineers working in a technical organization with engineering management/technical oversight responsibilities but yet designated as Human Resource Officers just doesn't make a whole lot of sense to me. Most of my peers would say the same.

- 119. I am excited for the new people coming into our community, for they will be able to jump in and receive good advice on how to best succeed for themselves while ensuring our community is providing our customers with quality products.

- 120. none

- 121. I haven't seen too many good mentors so am hesitant to get one assigned and since I am junior I do not think I would be a good example for others.

- 128. n/a

- 131. My tour in the bureau has been of immeasurable benefit to me and to those I mentor. So many Officers don't understand how the bureau works or what drives their detailer. This type of info needs to get out to everyone.

- 132. What is "human resources?"

- 134. none

- 135. None..

- 136. What is our community's billet base? How accurate/realistic is our notional career path? When will detailing match career strengths with billet strengths? I have been a 1100/1700/1100/1200 since 1992, yet I only rcv notice of these surveys from friends or colleges after the fact. …

- 137. I will always be happy to help others in anyway possible. Please let me know what I can do to assist you. Thanks for taking the time to prepare this survey!

- 142. This is a good start, need to get HR community onboard with other communities. We feel like we've been hanging on from 1100 to 1700 to 1100 to now 1200's. We feel like wayward children, that can contribute but not offered an opportunity to contribute. I'd be happy to help in any way to get the mentoring program up and ready, or any other area that is needed. I'd like to feel that the HR commun…

- 144. n/a

- 146. I am always working with my seniors, and providing advice to peers/juniors. I really enjoy people, and they seek me out for advice. I usually provide a good listening ear, and then give a number of options that will help the person decide.

- 148. None at this time.

- 151. I believe the Navy is moving in the right direction with bringing the HR community online. There is great need for HR Officers. This integration allows the Navy to synchronize with the civilian community in the way they do business.

- 155. None

- 158. I really hate to bring other services into the fray - especially the Air Force, but we would do well in following their example in Manpower and Personnel." It is my understanding, they "grow" their experts from the rank of 2nd Lt and in fact they do become the experts in manpower and personnel policy. That is, these are the same individuals testifying in front of congressional committees and the…

- 159. I enjoy mentoring the folks who work with/for me now or in the past. I keep in touch with many co-workers. I just feel that I don't have a sufficient knowledge base in HR to be a HR mentor.

- 161. The ability to have a broader spectrum of jobs to fill rather than what we have now.

- 162. I believe that the most successful mentoring relationships are the ones in which the mentor and the protégé choose each other; the relationship is based on mutual trust and respect. Several "mentoring programs" I have seen were not successful because they assigned mentors, or they consisted of lists of mentors that individuals could call with questions. My experience is that "mentoring programs"…

- 163. Difficult to answer questions, as I am a newly selected lateral transfer & not currently/have not worked in HR positions yet to be an effective HR mentor, although I can be an effective Officer mentor.

- 164. I know many great HR/Pers/MPWR initiatives are going on across the Navy, having a way to connect HR Officers to that information and to fellow HR Officers working those issues is the challenge facing us all. Re: Q1. I will promote to Captain on 1 Jul 03. Re: Q5. I am unsure about SHRM membership. I thought all 1200 Officers were enrolled as members and I receive literature from SHRM, but I have …

- 168. Unfortunately I will be leaving the community. I am somewhat cynical in my views, but I don't feel that with proper direction that the community is without hope. But if it continues without clear guidance from the upper echelons of the Navy; it is likely to go the way of the 1100 community. …

- 171. NONE

- 173. Since this community is so new, I don't feel like I know enough people to refer others to. Also, I may know my current job in training, but I would be hard-pressed to answer questions regarding HR jobs in other commands. Also, this will change every time I get stationed somewhere else. I think this comment was provided for senior personnel.…

- 174. N/A

- 175. Despite the fact that I am passed over, I maintain a very positive attitude and a love for the Navy and what I do. Even though junior members of our community know that I am passed over, they still frequently approach me for information regarding certain jobs and advice on various career issues. I was also stationed onboard USS GEORGE WASHINGTON as a Training Officer and frequently field q…

- 176. I sincerely am open and willing to give of my time, and know how to utilize a mentor for guidance and information as I develop my own skills. I plan to make a career in the Navy, and feel like a mentor would assist greatly in providing direction and professional support.…

- 179. None

- 181. The HR Community as a whole needs to continue to be proactive. This

survey is a good step to moving with forward progress.

- 182. N/A

- 183. None

- 184. My success in the Navy is because I have good mentors who I can call upon to discuss career oriented issues.

- 186. I just want to try to find out what my role is and where I can go and what I can do.

- 188. None

- 189. The HR course is not applicable to what we do in the Navy. It is a civilian HRO course. As military HR Officers we need to know military manpower and manning. Not many in our community have this experience and the HR course will not help.

- 193. Block 23 good until May 03. June 03 I can be reached at NAVMAC. My phone number is too many digits for this web site. Actual number is 011-81-6160-43-7188.

- 194. I am glad to see the community is soliciting input from its members. Huge Plus!!!!!

- 196. None.

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